**Organizational Development & Knowledge Management Coach Training Courses**

Coaching skills are foundational for an organizational development practitioner. To accelerate those skills, the Organizational Development & Knowledge Management (ODKM) program offers two coaching courses as part of the Master of Science program.

The two courses are designed for scholar-practitioners to build skills that apply in the context of both coaching and OD work, such as presence, openness, curiosity, and deep listening. The first course trains participants in the art of coaching individuals. The second course translates the art and practice of coaching into contexts of teams, organizations and other systems. These courses develop and deepen participants’ skills across the full range of the International Coach Federation (ICF) coaching competencies (https://coachfederation.org/core-competencies). In addition, for those students who wish to pursue their first level coaching credential, the courses will fulfill approved coach training hours required by the International Coach Federation (ICF) for a first level coach credential.

These courses were piloted in 2020 and submitted to the International Coach Federation for the ACSTH coach training accreditation.

These courses include a total 66 classroom hours.

**ODKM 721 – Foundations of Coaching**

This course introduces students to the fundamentals of coaching – its practice and profession. The majority of classroom time is spent practicing, receiving, and observing coaching. In addition, students receive feedback from experienced ICF credentialed coaches. From these recursive experiential learning loops, students learn the complex dynamic skills that comprise coaching.

Learning objectives:

- Demonstrate basic coaching skills at an ICF ACC level
- Listen beyond words for themes, patterns, imagery
- Demonstrate open curiosity about a client and their situations
- Demonstrate awareness of client language, agency/efficacy, energy, emotions, and thoughts
- Facilitate client reflection and insight
- Hold a psychologically safe space for others
- Demonstrate improved academic writing skills

Course topics include:

- Coaching overview
- Coaching skills and core competencies
- The coaching engagement and contracting
- Suspension and presencing
- Creating awareness with metaphors and mirroring
- Identity and Intersectionality
- Coaching Ethics

**ODKM 722 – Coaching and Organizational Development**

In this course, participants expand and translate coaching competencies, mindsets and practice into contexts of teams, groups, organizations and other systems. The systems focus - what is being called ‘awareness-based systems transformation’ – engages participants in the synergistic and dynamic interaction of coaching and organization development that is now emerging as the cutting edge both fields. Participants practice team coaching and awareness-based practices for transforming diverse systems, based in coaching competencies identified by the International Coach Federation (https://coachfederation.org/core-competencies).

Learning objectives:

- Deepen coaching skills: creating trust & intimacy, presence, deep listening, self-awareness, powerful questioning, direct communication, creating awareness, designing actions, planning & goal setting, managing progress & accountability, etc.
- Develop embodied awareness and sensing of self, others and whole systems
- Recognize and create awareness of what is invisible (including missing conversations, invisible curricula, missing voices, dynamics of power-over and oppression, etc.)
- Foster effective teams and groups
- Identify and navigate competing values and/or conflict at all levels of systems – individual, team, organization
- Learn in and from practice
- Co-create positive transformation in complex systems

Course topics include:

- Overview: Coaching and OD
- Team coaching
- System awareness and sensing (embodied presence and sensing of self, others & the whole)
- Coaching & essential component functions of organizations, teams, and groups
- Coaching and OD in challenging contexts (conflict, competing values, oppression)
- Co-creating generative spaces for transformation and collective leadership

**Philosophy and Approach**

The coaching courses align with the rest of the ODKM program philosophy of adult learning to create an enriching and generative learning experience. In this program the learner is central to their own learning and development. Faculty partner with each student to facilitate their learning and development as scholar-practitioners. This approach aligns with coaching and models a coaching approach in classes and feedback.
The coaching courses are built upon the premise that support and dialogue are central to the coaching process. In addition, the curricula align with premises of adult learners:

- are self-directed and responsible for their own learning and evaluation
- learn best with support and constructive/generative dialogue
- learn by experience and applying concepts directly to their lives

**Instructors**

ODKM 721: Penny Potter, Ph.D., adjunct faculty  
[https://schar.gmu.edu/about/faculty-directory/adjunct-faculty-directory/penny-potter](https://schar.gmu.edu/about/faculty-directory/adjunct-faculty-directory/penny-potter)

ODKM 722: Jessica Srikantia, Ph.D., associate professor  
[https://schar.gmu.edu/about/faculty-directory/jessica-srikantia](https://schar.gmu.edu/about/faculty-directory/jessica-srikantia)

The courses will be delivered in the Arlington campus of George Mason University. Here is the current schedule of the two courses.

[https://schar.gmu.edu/sites/default/files/prospective-students/Masters-Programs/ODKM-Revised-Summer-2020-Schedule.pdf](https://schar.gmu.edu/sites/default/files/prospective-students/Masters-Programs/ODKM-Revised-Summer-2020-Schedule.pdf)

[https://schar.gmu.edu/sites/default/files/prospective-students/Masters-Programs/ODKM-Spring-2021-Schedule-Revised.pdf](https://schar.gmu.edu/sites/default/files/prospective-students/Masters-Programs/ODKM-Spring-2021-Schedule-Revised.pdf)

**Requirements**

These courses are required for students enrolled in the ODKM program. ODKM alumni, GMU students in other graduate programs, and other learners must receive permission to enroll.

Students must be proficient in spoken and written English.

This program is currently delivered via Zoom because of COVID-19. In-person classroom deliveries will resume when safe and the GMU campuses fully reopen.

**Tuition and fees**

This program consists of two three-credit courses for a total of six credits. Tuition and fees align with current rates for graduate courses.

[https://schar.gmu.edu/prospective-students/admissions/tuition-and-financial-assistance](https://schar.gmu.edu/prospective-students/admissions/tuition-and-financial-assistance)

**Withdrawal and Refund Policy**