Welcome to Coaching Tools @ USC! We are delighted to have join our third USC Coaching Cohort. Coaching Tools is an International Coaching Federation (ICF) Accredited Coach Training Program (ACTP) designed to enhance skills to coach USC staff towards enhanced performance, development and transformation. The intent is to provide the foundation from which to collectively elevate our institution’s ability to engage, develop and enhance Trojan performance.

OBJECTIVES

Coaching Tools is designed to provide staff training to enhance coaching skills. By the end of the program, participants will be able to understand and apply ICF core coaching competencies at work and to successfully coach USC staff to enable increases in individual and organizational effectiveness.

Topics covered include: Coaching Agreement, Building a Partnership, Communication Skills, Coaching Presence, Cultural Issues in Coaching, Neuroscience and Coaching Practice.

Intended Audience: Participants include USC HR and Talent Management, Center for Work & Family Life, Office of Equity & Diversity, Performance, Training and Organizational Development staff and Directors/Managers

INSTRUCTOR

Damian Goldvarg, Ph.D., Master Certified Coach will be the lead coach on this program. He is the Principal of The Goldvarg Consulting Group, a management consulting firm that works with Fortune 100 companies as well as with local community organizations in Los Angeles County, offering services in English, Spanish, and Portuguese.

Dr. Goldvarg has twenty years of consulting experience as a trainer and in developing leaders and empowering people at their workplaces. He provides services in: executive assessment and coaching, organizational assessment and intervention, leadership training, performance feedback, and group facilitation. His other areas of expertise include communication skills, conflict resolution, behavioral interviewing, team building, and time management.

He has worked in more than forty countries and with different levels of management. He has worked in the past with many Fortune 100 companies in Latin America and local Non-profit organizations in Los Angeles County. He is the Global Chair of the International Coach Federation Board of Directors.

Contact Information:

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Skype Username: damian1205

USC Talent Management:

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USC Talent Management
rbellia@hr.usc.edu
213-821-1592
Coaching Tools @ USC Program Agreement

PROGRAM DETAILS

Coaching Tools is a 4.5 month program that is comprised of the following components:

1. Core Coaching Sessions (Total: 80 hours)

The core coaching program is presented in 10 sessions of 8 hours each on the following dates:

- Friday, July 24th
- Saturday, July 25th
- Friday, August 21st
- Saturday, August 22nd
- Friday, September 25th
- Saturday, September 26th
- Friday, October 9th
- Saturday, October 10th
- Friday, December 4th
- Saturday, December 5th

Time:

The sessions begin promptly at 8:30 AM and finish at 5:00 PM, with breaks for lunch.

Session Requirements:

Participants must attend 80% of the classes to receive the certification of attendance. Participants will not be able to miss any more than two sessions throughout the 4.5 month program to remain eligible for the certification.

Required Readings:

This program will assign reading from four (4) texts:


Participants need to plan to spend an average of 1hr. per week, 16 hours total.

Talent Management will purchase the books and cover the cost of these texts. The course resources will be distributed during the first class on 7/24/15.
2. **Group Mentor Coaching Sessions (Total: 20 hours)**

Group Mentor Coaching takes place in group sessions (10 total) of two (2) hours each focused on practicing coaching. There are two distinct parts to this component: a) Five (5) of the sessions are hosted by Dr. Damian Goldvarg virtually via Zoom Platform with formal facilitation; and, b) five (5) will be coordinated amongst peer participants (groups of three) who will meet without formal facilitation.

**Time:**

Part a: These sessions will be held from 6:30 – 8:30 PM. There are two date options from which to choose (Tuesdays or Thursdays). Please review your options and indicate your preference on Page 5 of this agreement.

<table>
<thead>
<tr>
<th>Group #1 Tuesdays</th>
<th>Group #2 Thursdays</th>
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<tbody>
<tr>
<td>August 11</td>
<td>August 13</td>
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<tr>
<td>September 8</td>
<td>September 10</td>
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<td>September 22</td>
<td>September 24</td>
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<td>October 6</td>
<td>October 8</td>
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<tr>
<td>November 17</td>
<td>November 19</td>
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</table>

Part b: You will decide amongst your group of three when to meet for these other five sessions.

**Session Requirements:**

Participants must attend 80% of each component to receive certificate of completion.

3. **Coaching Practice (Total: 25 hours)**

To assist in building your coaching skills, you will schedule five (5) coaching sessions with at least five (5) individuals within the USC organization or outside the institution for a total of at least 25 hours. These hours will count towards the 100 hours of certification required for ICF ACC – Associate Certified Coach.

4. **Individual Mentor Coaching Sessions (Total: 3 hours)**

These three sessions consist of working one-on-one with one of three external ICF PCC or MCC level certified mentor coaches introduced by Dr. Goldvarg. Your mentor coach will provide feedback based on your progress as a coach.

**Steps:**

1. Record one of your coaching practice sessions.
2. Submit the recording to your selector mentor coach.
3. Your mentor coach will provide feedback.
4. Repeat steps 1-3 until you have completed all three sessions.

**Fee:** There is an additional $500 fee for this component of the training. Most participants pay this fee directly to the selected PCC or MCC coach, unless you have obtained funding for this additional component from your Department. Each unit will manage this portion of the vendor payment directly with the coach of their choice. Talent Management will have several coaches approved in the USC procurement system for ease of payment processing.

5. **Take Home Exam**

A final take home exam is required to fulfill the requirements of the coaching program.
Coaching Tools @ USC Program Agreement

ASSESSMENTS

The coaching program will cover six (6) tools as part of the instruction:

- Kilmann, Conflict Resolution Assessment
- MBTI
- 360 Feedback
- Emotional Intelligence 2.0
- Strength Finder 2.0
- Cultural Intelligence Self-Assessment Tool

Please note that you will not receive certification in these additional tools, but instead gain familiarity with the tools and identify how these can be leveraged when coaching a client.

LOCATION

All classes will be held at USC Talent Management Training Room A, located at 3434 S. Grand Avenue, Los Angeles, CA 90089.

GRADUATION CEREMONY

A graduation ceremony and reception will be held on January 15, 2016 (time/location TBD). Talent Management will share the location information at a future date.

PROGRAM FEES

Due to our full enrollment we are offering the 4.5 month program, including core and group mentor coaching at $2,200 (subject to change based on enrollment). If your department is covering your cost, please have a member of your team send us an internal requisition by no later than June 30th. If you’re paying by check, please write the check out to USC for the same amount. Note: Please contact Talent Management for information about timing on check payment processing.

There is an additional cost of $500 for the individual mentor coaching sessions to be paid directly to the selected mentor coach by individual check or your Department may forward a payment to the chosen mentor coach of your choice should you receive funding support for both investments. Talent Management is in the process of having three vendors complete the necessary paperwork to serve as mentor coaches. Selection of mentor coaches will occur after the course kick-off.

ROAD TO ICF CERTIFICATION

In order to follow the ACTP path to become an ICF Associate Certified Coach (ACC), participants will need to:

- Submit Coaching Tools certificate of completion to ICF
- Log a minimum of 100 hours of client coaching experience (Coaching Tools will fulfill 25 hours towards this requirement)
- Complete the Coach Knowledge Assessment (CKA)
- Submit a fee of $300 to ICF

Please see ICF website for further details on ACC application requirements.
Coaching Tools @ USC Program Agreement

AGREEMENT

I confirm that I have read the requirements and commit to complete the course.

Name: _______________________________________________________________________________

Signature: ___________________________________________________________________________

Date: ______________________________________________________________________________

Group Preference for Mentor Coaching (indicate 1 or 2 based on schedule): _________________
## Program Schedule

### Session #1: Friday, July 24, 2015

<table>
<thead>
<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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</thead>
<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Introduction to the program. Objectives, logistics. Introduction expectations from participants</td>
<td>All Core Competencies</td>
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<tr>
<td></td>
<td></td>
<td>Lecture: Introduction to ICF Core competencies</td>
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<td>Video How Coaching Works</td>
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<td>ICF definition of coaching. Difference with consulting and therapy</td>
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<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Ethical and professional standard. Case studies</td>
<td>CC #1: Ethical and Professional Standards</td>
</tr>
<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Coaching Demonstration and discussion</td>
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</table>

### Session #2: Saturday, July 25, 2015

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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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</thead>
<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Lecture the coaching agreement</td>
<td>CC #2 The Coaching Agreement</td>
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<td></td>
<td></td>
<td>Discussion of different contract agreement samples</td>
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<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Coaching self-assessment</td>
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<td>Enemies of learning</td>
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<td>Mental Models</td>
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<td>Facts and Interpretations</td>
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<td>The being of the coach</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Coaching Practice</td>
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</tbody>
</table>

### Session #3: Friday, August 21, 2015

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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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</thead>
<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Lecture: How to develop the coaching relationship: developing trust and intimacy and coaching presence</td>
<td>CC #3 and #4 Establishing the Coaching Relationship</td>
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<td></td>
<td></td>
<td>Strategies to develop trust</td>
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<td>Exercises on Trust Development</td>
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<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Nonprofit Management</td>
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<td></td>
<td>Group Presentations</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Strength Finder activity</td>
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<td>Exercise simulation: using the strength finder tool to create awareness</td>
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### Session #4: Saturday, August 22, 2015

<table>
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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td><em>Coaching Presence</em></td>
<td>CC #3 and #4: Establishing the Coaching Relationship</td>
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<tr>
<td></td>
<td></td>
<td>Exercises on coaching presence from the book:</td>
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<tr>
<td></td>
<td></td>
<td>1) Breathing exercises</td>
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<td>2) Visualization</td>
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<td>3) Mindfulness</td>
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<td>Coaching practice in pairs</td>
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<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Systemic Thinking</td>
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<td>The Power of Ten</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Coaching Practice</td>
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### Session #5: Friday, September 25, 2015

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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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</thead>
<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Lecture: Active Listening</td>
<td>CC #5: Active Listening</td>
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<td>Element of the ICF Core competency</td>
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<td></td>
<td>Exercises on communication:</td>
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<tr>
<td></td>
<td></td>
<td>1) Paraphrasing</td>
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<td></td>
<td></td>
<td>2) Reflecting feelings</td>
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<td></td>
<td>3) Body language</td>
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<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Emotional Intelligence</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Lecture and exercises</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Vulnerability</td>
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<tr>
<td></td>
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<td>The work of Brene Brown</td>
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### Session #6: Saturday, September 26, 2015

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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Lecture: Questions that open new possibilities and create consciousness</td>
<td>CC #6: Powerful Questioning</td>
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<td></td>
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<td>Elements of powerful questions and questions to avoid</td>
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<td>Exercise: based on a coaching situation prepare powerful questions</td>
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<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Lecture: discussion of the book Change your questions, change your life from Marilee Adams</td>
<td>CC #8: Creating Awareness</td>
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<td>Exercise: distinguishing questions as judges from questions as learners</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Coaching Practice</td>
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### Session #7: Friday, October 9, 2015

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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Lecture: Direct communication Use of metaphors</td>
<td>CC #7: Direct Communication</td>
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<td></td>
<td></td>
<td>Lecture: Language is action Linguistic Acts: affirmations, judgments, declarations and requests Exercise: distinguishing affirmations from judgments and declarations Exercise on requests. Conditions of satisfaction</td>
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<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Exercise: practice, using language to produce results and actions Lecture: Creativity applied to coaching and planning Use of art and vision boards</td>
<td>CC #9: Designing Actions</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Lecture: GAPS Model to plan for development: Goals, abilities, perceptions and success factors Exercise: practice of the model in triads</td>
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### Session #8: Saturday, October 10, 2015

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<th>Time</th>
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<th>Description</th>
<th>CCE category</th>
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<tbody>
<tr>
<td>8:30 AM - 12:30 PM</td>
<td>4</td>
<td>Lecture on core competencies 9, 10 and 11. Accountability model from M. Samuels. Exercise: practicing conversations around accountability.</td>
<td>CC#9: Designing Actions; CC#10 and #11: Planning and Managing Progress and Accountability</td>
</tr>
<tr>
<td>1:15 PM - 3:15 PM</td>
<td>2</td>
<td>Coaching tools Lecture: Communication Tools Grow Model Practice of Grow Model Lecture: 360 Instruments to create awareness. How to use the tool in the coaching process Exercise: sharing results from 360</td>
<td>All Core Competencies</td>
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<tr>
<td>3:30 PM - 5:00 PM</td>
<td>2</td>
<td>Coaching Practice</td>
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### Session #9: Friday, December 4, 2015

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<th>Time</th>
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<th>Description</th>
<th>CCE category</th>
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<tbody>
<tr>
<td>8:30 AM – 5:00 PM</td>
<td>8</td>
<td>Cultural Competence in Coaching</td>
<td>All Core Competencies</td>
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<tr>
<td></td>
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<td>Rosinsky model</td>
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<td>Libermore model</td>
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<td></td>
<td></td>
<td>Exercises</td>
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### Session #10: Saturday, December 5, 2015

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<tr>
<th>Time</th>
<th>Hours</th>
<th>Description</th>
<th>CCE category</th>
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<tbody>
<tr>
<td>8:30 AM – 4:00 PM</td>
<td>8</td>
<td>Neuroscience and coaching</td>
<td>All Core Competencies</td>
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<td>Exercises.</td>
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<td></td>
<td></td>
<td>Coaching Practice</td>
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</tr>
<tr>
<td>4:00 PM – 5:30 PM</td>
<td></td>
<td>GRADUATION CEREMONY</td>
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**Total Program Hours: 80**