

Guía Docente

DATOS DE IDENTIFICACIÓN

Titulación:	Diploma en Integral Leadership Program (Título propio asociado a ADE+RRII)		
Rama de Conocimiento:	Ciencias Sociales y Jurídicas		
Facultad/Escuela:	Derecho, Empresa y Gobierno		
Asignatura:	Coaching Profesional II		
Tipo:	Propia Obligatoria	Créditos ECTS:	2
Curso:	5	Código:	71329
Periodo docente:	Noveno-Décimo semestre		
Tipo de enseñanza:	Presencial		
Idioma:	Castellano		
Total de horas de dedicación del alumno:	50		

Equipo Docente	Correo Electrónico
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DESCRIPCIÓN DE LA ASIGNATURA

The world requires managers prepared in terms of leadership, in a position to draw up a human-centered strategy, with the skills and resources that allow the development of people and teams. The optimization of individual and team learning must also be accompanied by excellent performance management, aimed at achieving the organization's objectives.

In this sense, this subject aims to train students in the basic knowledge and tools for the development of talent in organizations, as an unavoidable area of responsibility in the exercise of transformative and efficient leadership, both from the business point of view and that of the person in their professional dimension.

OBJETIVO

In this subject we will prepare students with the knowledge, attitudes and tools necessary for excellent management of people and teams, under a double approach that combines the axes considered essential for this purpose: people management, both collectively and individually; and the development of effective and transforming leadership skills.

Los fines específicos de la asignatura son:

Know important principles related to leadership

Learn different styles / types of leadership. Situational leadership

Identify the main dysfunctions leaders face in teams

Understand how delegation works and know the right process for effective delegation

Know what's coaching and its role in leadership

Learn how to give a smart feedback

CONOCIMIENTOS PREVIOS

No prior specific knowledge is required, beyond that already acquired by the students in their academic career in the ILP program up to now.

CONTENIDOS

1. Introduction. The importance of the team alliance
2. What does it mean leadership?
3. The key role of trust, vulnerability and resilience in leaders
4. The influence of mental models in leaders' behavior and performance
5. Team management from different perspectives:
 - 5.1. Stages of team development (Tuckman)
 - 5.2. Basic team dimensions: Productivity - Positivity
6. Situational leadership (Hersey and Blanchard)
7. How to delegate effectively. The purpose of delegation
8. The 5 dysfunctions of a team (P. Lencioni)
9. What's coaching? The leader-coach
10. Smart feedback

ACTIVIDADES FORMATIVAS

The learning methodology of this subject combines the use of different tools and resources, both in face-to-face and non-face-to-face activities. In general, the active participation of students is required in all activities, as well as the completion of the tasks detailed in the "Learning Assessment System" section, designed specifically for the

development of content knowledge by students.

DISTRIBUCIÓN DE LOS TIEMPOS DE TRABAJO

ACTIVIDAD PRESENCIAL	TRABAJO AUTÓNOMO/ACTIVIDAD NO PRESENCIAL
16 horas	34 horas

COMPETENCIAS

Learn how to lay the initial foundations of collaborative work in a team.

Understand what it means to lead and the principles for effective leadership.

Become aware of the influence of our paradigms and mental models in the exercise of our leadership.

Reflect on the role of the leader in the team, from different perspectives.

Know the keys to effective delegation.

Identify the main dysfunctions of a team, and understand the role of the leader in each case to guide it towards excellent performance.

Know the principles of coaching as a method for talent development, key in the figure of the leader-coach.

Learn what feedback is, how to create a feedback culture, and the keys to becoming good receivers and excellent providers of feedback.

RESULTADOS DE APRENDIZAJE

Understanding the importance of a team alliance to align expectations and generate a work environment conducive to excellent performance, as well as knowing the keys to creating it effectively.

Assuming that leadership is situational and adaptive, as well as recognizing trust, vulnerability and resilience as keys in the personal development of leaders.

Becoming aware of the impact of our paradigms and mental models on our way of behaving, and, especially, reflecting on the beliefs that have the greatest influence on our way of leading.

Knowing what is expected of a leader, according to the stage of development of the team, its situation in terms of productivity and positivity, and the level of maturity of the team members.

Identifying the key steps in the delegation process for it to be effective, as well as reflect on its purpose.

Knowing how to recognize the priority dysfunction in the team, and adapt their behavior as a leader according to what is needed to make the team evolve towards excellent performance.

Understanding the key principles of coaching and the skills to develop as a leader-coach, to help team members grow and improve, both in performance and satisfaction.

Embodying feedback as a key tool for personal development, identifying the premises to create a feedback culture, assuming the essentials to be a good feedback receiver and laying the foundations to become an excellent feedback provider.

SISTEMA DE EVALUACIÓN DEL APRENDIZAJE

The learning appraisal system of this subject is based on the following concepts and criteria:

- Attendance: 20% (1)
- Participation: 30% (1)
- ACTIVITIES: 50% (2)
- Individual project: 30%
- Team project: 20%

(1) Attendance is mandatory. Participation grade will be weighted to the percentage of attendance. Those students with less than 75% of attendance will have the right to compensate Attendance (20%) and Participation (30%) with a special project (50%). In the case of having an academic dispensation, the student will be evaluated out of 10 in this concept; otherwise, the evaluation of this special project will be based on a maximum of 7 points.

(2) All the activities are mandatory for all students, regardless of having an academic dispensation. Details of these activities can be found on Canvas.

GENERAL: To pass this subject, a final grade of 5/10 will be necessary.

BIBLIOGRAFÍA Y OTROS RECURSOS

Básica

Luna, Roberto El líder no nace... ¡se hace!

Rodríguez del Tronco, Jane; Rodríguez del Tronco, Rosa; Vico, Noemí Smart Feedback: Conversaciones para el desarrollo del talento

Complementaria

Alonso, Susana; VVAA Coaching Dialógico

Castanyer, Olga; Ortega, Estela Asertividad en el trabajo: Cómo decir lo que siento y defender lo que pienso

Gallwey, Thimoty El juego interior del tenis

Greenleaf, Robert K. Servant Leadership

Lencioni, Patrick The Five Dysfunctions of a Team: A Leadership Fable

Piqueras, César El jardinero en la empresa

Wolk, Leonardo Coaching: el arte de soplar brasas