

Assessment

In the workshop, learners will receive ongoing support and feedback from the instructor, and they will have multiple ways of sharing their ideas. Since all the participants will be adults, we can assume that they will be intrinsically motivated to learn. The course should rely largely on their previous experiences and integrate these into the design process.

This one-day workshop will include three modules. The first module will provide a background to coaching and how it can be used for leadership development. Learners will participate in pair and class discussions and receive immediate feedback from their peers as well as the instructor. Since this is an introductory module, they will take a short quiz to check whether they understand the basics of the workshop. At the end of the first module learners will develop a reflective online journal post and will receive audio and video feedback from their peers and from the instructor. The instructor will also have a chance to incorporate the learners' reflections into future activities.

The second module will aim to create a personalized plan for leadership development. Learners will discuss in pairs how coaching will support their own leadership development, and will write reflective online posts on this topic. They will receive written, audio, and video feedback from their peers and from the instructor. In the second part of the module, learners will identify three techniques they intend to use in their personalized plan and will also receive written, audio, and video feedback from their peers and from the instructor.

Module 3 aims to establish a six-month coaching and reverse mentoring program at the company. Following an introduction to reverse mentoring, learners will take a short quiz about it and will receive immediate feedback. They will also work in small groups to create a mind map identifying the challenges that may arise during the program. In the second part, learners will simulate reverse mentoring in pairs and share their reflections with peers. They will then write short reflective papers about their experiences.

Sample Quiz

Enabling objective: Describe 3 different approaches to coaching in the context of leadership development.

1. Brief coaching relies on the client's resources and the future.

true-false

Feedback:

true: It is true. Brief coaching relies on the client resources and how those resources could be mobilized in the future.

false: It is true. Brief coaching does not focus on the problem and on the past, it concentrates on what the client is capable of doing.

2. Reverse mentoring is a method/approach that turns the mentoring process upside down.

true-false

Feedback:

true: It is true. Reverse mentoring turns the so-called traditional mentoring process upside down and this way re-structures rigid power relations.

false: It is true. Reverse mentoring is the mentoring process done from a different angle, basically turning the mentoring process upside down.

3. What are the 5 basic leadership skills?

multiple choice:

- critical thinking
- constant learning
- taking initiative
- listening effectively
- motivating
- arguing
- coaching

Feedback:

critical thinking (Yes. Being aware of potential problems and preventing them is one.)

constant learning (Yes. Lifelong learning and constantly testing one's knowledge is definitely a sign of being a good leader)

taking initiative (Yes. Stepping outside the box and challenging oneself is definitely a leadership skill.)

listening effectively (Yes. A leader must listen to others, otherwise no information is exchanged.)

motivating (Yes. A leader has to be a role model and has to be able to motivate their team.)

arguing (No. Arguing for the sake of argument is not a leadership skill.)

coaching (No. Not all leaders are coaches. Sometimes a coach is hired.)

4. Reverse mentoring can be successfully used for sensitivity training.

true-false

Feedback:

true: It is true. Sensitivity training includes working with one's beliefs, values and prejudices. Being able to listen to another point of view is crucial for the process.

false: It is true. Sensitivity training and technology education are two fields that work really well with reverse mentoring.

5. A good leader is only open for feedback on designated days.

true-false

Feedback:

true: It is false. A good leader should be approachable and open for feedback anytime.

false: It is false. A good leader value feedback anytime.