

EMBA-2527-121-Personal Development & Coaching

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Martine GEORGE martine.george@solvay.edu	Develop Compulsory Between 13/09/2025 and 30/06/2027	5 92 58

Description of the course

This course offers a personalized journey that blends practical activities with deep, transformational reflection to help clarify career goals and the pathways to achieve them. Participants will engage in plenary sessions—including an intake, exploration of personal communication styles, and a values discovery workshop—complemented by individual coaching sessions for tailored guidance.

In the second year of the course, the programme helps participants lead teams with confidence and impact by empowering them to inspire growth in others while embedding coaching into their daily practice. Whether aiming to cultivate powerful conversations within a leadership role or preparing for a dedicated coaching career, participants will discover how meaningful dialogue can create real, lasting change, starting with themselves.

Course units

Year 1

1. Introduction to the course
2. Process Communication Model
3. Strengths, Worldviews and Reflective Practice
4. Values

Year 2

5. Embody a Coaching Mindset
6. Demonstrate Ethical Practice
7. Establish and Maintain Agreements
8. Cultivate Trust and Safety
9. Maintain Presence
10. Listen Actively and Evoke Awareness
11. Cultivate Learning and Growth
12. Prepare for Certification

Course Learning Outcomes (CLOs)

By the end of the course, you will be able to...

1. Be self-aware of your communication style.
2. Adapt your communication to your audience .
3. Clarify your values, purpose and motivations.
4. Create new skills in self-reflection practice.
5. Demonstrate Professional Coaching Ethics and Mindset.
6. Establish and Sustain Effective Coaching Relationships.
7. Facilitate Client Insight and Forward Action.

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	Reinforcement
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	Reinforcement
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	Reinforcement
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	Not Covered
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	Not Covered
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	Not Covered
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	Not Covered
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	Reinforcement
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	Not Covered

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: No
 Contact Hours are dedicated to ESG: 0
 Contact Hours containing climate solutions for how organisations can reach net zero: 0
 Description of contribution: Not Applicable

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Assessment methodology / Learners Use of Time and Load

Evaluation scale
0-20

Pre-Assessed Task: 2,000 WORD CRITICAL REFLECTIVE ESSAY AND COACHING LOG

- Value of pre-assessed task: 50%
- Type of assessment: Individual
- Deadline: due 31/05/2027
- Guidelines: see annexes
- Feedback Provision: written feedback will be provided to the learner

Key-Assessed Task: COACHING AUDIO 30-40 MINUTES (50%)

- Value of pre-assessed task: 50%
- Type of assessment: Individual
- Deadline: due 31/05/2027
- Guidelines: see annexes
- Feedback Provision: an individual coach mentor session will be used to give an oral feedback to the learner

Learning Materials

Readings

Books / Articles

- Collignon, G. (2017). The art of adaptive communication: Build positive personal connections with anyone. Xlibris Corporation.
- Bluckert, P. (2019). A comprehensive guide to vertical development. [PeterBluckert.com](https://peterbluckert.com)
- Forshell, B. (2019) Point of Value - An introduction
- Passmore, J., & Sinclair, T. (2024). *Becoming a coach: The essential ICF guide* (2nd ed.). Springer.

Cases (available in Canvas)

- Not applicable

Other Learning Materials

Process Com self-assessment
Values Online self-assessment

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