



hugonote kollege

Waar Christenwees grondvat in opleiding

School of Social Innovation

Mentoring and Coaching, Personal Mastery and Emotional Intelligence for Social Business

YOU ARE, BECAUSE OF OTHER PEOPLE.

BE THE BEST YOU CAN BE.



EMOTIONAL INTELLIGENCE IS THE KEY TO BEING A STAR PERFORMER.



Mentoring and Coaching, Personal Mastery and Emotional Intelligence for Social Business aims to equip students with the competence to handle themselves and others with the help of personal mastery, emotional intelligence, mentoring and coaching practices to sustain social businesses.

Clutterbuck & Megginson, *Mentoring Executives and Directors* (1999:3) state that **mentoring** is: “Off-line help by one person to another in making significant transitions in knowledge, work or thinking.”

Eric Parsloe, *The Manager as Coach and Mentor* (1999:8) said **coaching** is: “A process that enables learning and development to occur and thus performance to improve. To be successful a Coach requires knowledge and understanding of process as well as the variety of styles, skills and techniques that are appropriate to the context in which the coaching takes place.”

Personal mastery can be **defined** as **personal** growth through principles of purpose, vision, belief, commitment and knowing yourself. This will enable you to hold creative tension between your vision and your current reality.

Emotional intelligence (otherwise known as **emotional quotient** or **EQ**) is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict.

The following topics will be covered by **Lyzette Schwella**, Counselling Psychologist and lecturer at the School of Social Innovation at Hugonote Kollege, **Karel van der Molen**, and **Heathcliff Thomas**, lecturers at the School of Social Innovation at Hugonote Kollege:

Topic 1: Mentoring and Coaching for Social Business

- Challenges faced and overcome through mentoring and coaching.
- Concepts: The Related Theory for Mentoring and Coaching.
- Competencies: Mentoring and coaching skills, attitudes, and knowledge, ethics and ethical behaviour in the mentoring and coaching environment.

Topic 2: Personal Mastery: From Analysis to Action

- Personal Mastery
- Techniques and Guidelines for Personal Mastery
 - Drawing forth a personal vision
 - Self-directed learning
 - Inner Game
- Appreciative Inquiry: focus on what is working well and how to build resiliency.
- Debriefing: Identifying own needs and next steps

Topic 3: Emotional Intelligence and Resonant Leadership

- Self-Awareness: know your emotions.
- Social Awareness: recognise and understand other people's emotions.
- Relationship management
- Self-Management: manage your own emotions and motivate yourself.

Topic 4: Mindful Compassion

- Mindful Compassion
- Class group presentations
- Conclusions: Ethical considerations

After completion of the course the student will be able to:

1. Analyse and combine the contexts of mentoring and coaching for social business:
 - a) Examine and construct the theoretical concepts of mentoring and coaching in a social business context;
 - b) Appraise and compare global and local challenges for mentoring and coaching in social business;
 - c) Examine and develop mentoring and coaching competencies, highlighting the issues of ethics and ethical behaviour.
2. Prepare and develop effective and ethical personal mastery for social business:
 - a) Inside-out approach
 - b) Drawing forth a personal vision;
 - c) Self-directed learning; and
 - d) The inner game of work.

Mentoring and Coaching, Personal Mastery and Emotional Intelligence for Social Business executive short course

- e) Appreciative inquiry
 - f) Design organisational structures to assist personal mastery as part of innovative social business planning;
3. Analyse and construct emotional intelligence to enhance management techniques and leadership competencies for social business:
- a) Emotional intelligence
 - b) Mindfulness
 - c) Compassion
 - d) Resiliency
4. Identify and critically construct a personal and professional own learning journey.

Requirements for admission

Requirement for admission is preferably an undergraduate degree or equivalent qualification. Applicants with a grade 12 school leaving certificate are also eligible for admission to executive short courses with appropriate leadership and management experience.

Distance Learning Delivery

In the distance learning delivery approach, the course is presented via the My Notes Student Portal of Hugenote Kollege in a programme that will require guided self-study from participants. The time required for this self-study delivery will be ±40 hours and requires an in-depth engagement with all of the material supplied. The self-study on My Notes will be linked to three weekly four-hour Zoom-based teaching sessions. Attendance is compulsory.

Zoom sessions	Timeslot	Topics
1 st Week 1 st Session	14:30 – 18:30	Topic 1
2 nd Week 2 nd Session	14:30 – 18:30	Topic 2
3 rd Week 3 rd Session	14:30 – 18:30	Topic 3 and 4

The prescribed compulsory assessments will require self-study and uploading of the assignments onto My Notes to be graded. The duration of the course adds up to ±35 days and is delivered in the manner set out above and below.

Assessment methods

- Individual assignment (40%)
 - The participants have to write a solution to a problem in essay format of ±10 pages. The topic of the problem is based on the content of the executive short course. The hand-in-date is at the end of the duration of the course which is normally three weeks after the 3rd Zoom session.
- One Individual open-book end-of-module examination (40%)
 - The end-of-module examination is scheduled a day during the week after the 3rd Zoom session. The open-book-examination day is scheduled on My Notes and is available from

Mentoring and Coaching, Personal Mastery and Emotional Intelligence for Social Business executive short course

08:01 until 23:59. The participants need to answer the open-ended-questions with all the information available to them. The purpose of the examination is to test insight and not rote learning.

- Personal mastery individual leadership journey exercise (15%)
 - The participants have to start a personal journey exercise after the first Zoom session. This has to be loaded onto My Notes during the week after the 3rd Zoom session. The required documentation for this assessment is in the form of a journal or essay. What needs to be reflected upon are insights and applications of lessons learnt throughout the executive course.
- Class group presentation (5%).
 - The participants are given a challenge during the 1st Zoom session which they have to present during the 3rd Zoom session. The challenge is based on the content of the information covered during the 1st Zoom session. The purpose is for the participants to learn from each other.

References and study material

- Anderson, W. 2012. 3rd Alternative – The Covey EBS, And Executive Book Summary EADM 424 Keith Walker.
- Blanchard, K. & Diaz-Ortiz, C. 2017. *One Minute Mentoring*. Great Britain: Clays Ltd.
- Bornstein, D. 2004. *How to Change the World. Social Entrepreneurs and the Power of New Ideas*. New York: Oxford University Press.
- Covey, S.R. 1999. *The 7 Habits of Highly Effective People*. London: Simon & Schuster UK Ltd.
- Covey, S.R. 2011. *The 3rd Alternative: Solving Life's Most Difficult Problems*. London: Simon & Schuster UK Ltd.
- Dubrin, A.J. 2016. *Leadership: Research Findings, Practice, and Skills*, International 8th Edition. Boston MA: Cengage Learning.
- Gilbert, P. & Choden 2013. *Mindful Compassion Using the Power of Mindfulness and Compassion to Transform Our Lives*. London: Robinson.
- Goleman, D. 2010. *The New Leaders Transforming The Art Of Leadership Into The Science Of Results*, Great Britain: Clays Ltd.
- Goodman-Bhyat, D. 2016. *In The Flow Taking Mindfulness To Work*. Republic of South Africa: KR Publishing.
- Peck. M.S. 1990. *The Road Less Travelled*. Great Britain: Arrow Books Limited.
- Sacssp.co.za. (2019). Conduct and Ethics | SACSSP. [online] Available at: <https://www.sacssp.co.za/conduct-and-ethics/>.
- Senge, P. 2006. Peter Senge and the learning organisation. The encyclopedia of informal education <https://infed.org/mobi/peter-senge-and-the-learning-organization/> (accessed 28 April 2020). (Permission granted)
- Steven, J.S & Howard, E. 2011. *The EQ Edge Emotional Intelligence And Your Success*, Third Edition. Canada: John Wiley & Sons.

Various additional academic sources and resources will be provided and updated continuously during and after the class sessions