TEACHING GUIDE - 2026-2027

Coaching & Personal Effectiveness: How to be an authentic leader

UGRA_001145

Departments	Department of People Management & Organisation
Teaching Languages	English
ECTS	2
Teacher responsible	Steven Guest - steven.guest@esade.edu

Course Goals

1. Discover a sense of purpose and connect with those key personal motivations related with a sense of identity. This is how we help generate real leaders who make decisions based on their values.
What do I really want to do?

2. Discover the personal talents that are connected with the interests and abilities of each individual and make them unique by contributing to the creation of a ?personal brand'.
What skills do I have?

3. Connect personal motivations and talent with a real project that takes form through a change agenda - which connects with professional alternatives that may exist in the market or can be generated by the participant.
What's am I going to do?

Previous knowledge

No previous knowledge required but it's good to be curious about your futures and what type of leader you want to be and what type of person are you.

Prerequisits

You may find yourself in one of many different situations while you are reading these lines.

You may have to decide your professional future. You should choose what do you want to do but you don't know yet...
You would like to know more about your identity: What is your learning style, your leadership style in order to manage your professional future.

Or in absence of all of these factors, you may be at a point in your life when you want to stop and think about where you are and what you want.

If you fit any of these descriptions, we welcome you to this subject and your

personal journey of discovery.

The final question that this subject wants to answer is: "How is possible to lead people if you don't lead yourself?"

Teaching methodology

We use 3 methodologies:

1. Lecturer sessions to consolidate and explain
2. Practical classes to share and experience the contents
3. Electronic Platform Reflect your conclusions and advance towards personal awareness. This platform offers exercises where the participant can do questionnaire and exercises to discover who they want to be, assess their own strengths and weaknesses and follow his/her own improvement and development in the program.

The classes will be dynamic and participant focused.

Description

Course contribution to program

This subject is an accompanied process of self-awareness and development aimed at improving the effectiveness.

- Personal self-leadership. We believe true leadership begins with self-awareness. Each person can become aware of who they are and discover their purpose in life.
- We believe in a holistic approach to the individual. Everything is connected and we cannot consider a person isolated in a single professional or personal dimension.
- We believe in action as an engine of change. We believe that the development of a personal vision is the starting point for making decisions and generating change.

Bibliography

Goleman, D. Mckee, A, Boyatzis, R., Primal Leadership: Realizing the Power of Emotional Intelligence, HBRP Edition (Article)

Royo, C., Fundamentos de Desarrollo Directivo. Las claves del programa LEAD., Libros de Cabecera (Book)

Robinson, K., The Element: How Finding Your Passion Changes Everything, Penguin Books (Book)

Goleman, D., Leadership That Gets Results, Harvard Business Review (Article)

George, Bill, Peter Sims, Andrew N. McLean, and Diana Mayer., Discovering Your Authentic Leadership, Harvard Business Review 85, no. 2 (February 2007). (Article)

Viktor Frankl, Man's Search for Meaning, Beacon Press, 2006, (Book)

Activities

In-class discussions and debates
Debate and discussions about the content of the papers and personal reflections

Role-play exercises and simulations
An virtual escape room designed by ESADE for this subject where you can put in practice your competences and observe your performance. We will use peer-to-peer coaching.

Teamwork
Debate and discussions in groups to raise awareness about personal aspects that impact our work environment. Group exercises to get to know how we work with others.

Content

#	Topic
1	My purpose. This part focuses on the consistency between what we do and who we are on questions such as: knowledge of personal values; interests that move us; the best version of ourselves; and what gives meaning to what we do in a personal and practical reflection that will help clarify ideas and connect with the essence of our personality. This connection will take shape through a personal vision.
2	My talent. This part will explore what Ken Robinson calls ‘the element’ – meaning something in which we are exceptional and love to do. We can discover or re-discover this element and from here we will build our personal project. Our personal brand value and uniqueness is connected with the best of ourselves.
3	Building a plan. We do not think of this as a plan of action, but rather a transformation agenda, where the participant agrees to changes that will Coaching and Personal Effectiveness to the achievement of an objective. In the same way that we prepare a business plan, we will be able to make an agenda for change. The plan (Agenda for change) will be the ‘bridge’ to link our purpose and our talent with real professional opportunities. Using a guided methodology, we give guidelines for the development of an agenda that commits us to start something, or stop doing something, or do something we are already doing very well with even more success.

Assessment

Tool	Assessment tool	Category	Weight %
Participation in program activities	Participation and Exercises	Retake and ordinary round	60.00%
Quizzes/tests	Test	Retake and ordinary round	40.00%

PROGRAMS

AI26-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26 Year 1 (Optative)

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 2 (Optative)
- BBA20 Year 3 (Optative)
- BBA20 Year 1 (Optative)
- BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 3 (Optative)
- BBA23 Year 1 (Optative)
- BBA23 Year 4 (Optative)
- BBA23 Year 2 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 3 (Optative)
- BBA25 Year 1 (Optative)
- BBA25 Year 2 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 4 (Optative)
- DBAI23 Year 2 (Optative)

DBAI25-Double Degree in Business Administration and Business and Artificial Intelligence (Undergraduates: Business)
- DBAI25 Year 4 (Optative)
- DBAI25 Year 2 (Optative)

GBD15-Double Degree in Business Administration and Law (Undergraduates: Law)
- GBD15 Year 1 (Mandatory)
- GBD15 Year 4 (Mandatory)

N90-BI Norwegian Business School (Summer School: Business)
- N90 Year 1 (Optative)