



The X-Culture Certified Global Virtual Team Coaching Program

Training Module

Module 2a. The X-Culture Head Coach Portfolio and Record

Updated: August 19, 2019



WHY?

The Purpose of the X-Culture Head Coach Program

Following the success of the early tests of the Coaching Program, many of the program graduates expressed interested in staying engaged in X-Culture. Almost all of them asked if they could participate in the program again as Coaches, but also noted they would be happy to take on additional or new responsibilities.

After exploring the issue, we have concluded that while a repeat participation in the Coaching Program would be beneficial and provide additional experience and growth, it would not be the optimal model. It is our strong belief that to grow people have to be challenged to new, more complex tasks and responsibilities.

Accordingly, we have created a Head Coach program for the most talented and motivated graduates of the X-Culture Coaching Program. They will serve as “coaches of coaches”, act and gain experience as managers, and will fit as upper middle managers in the X-Culture hierarchy.

Specifically, they will do the following:

- Assist the Program Director in managing the X-Culture Coaching Program;
- Mentor the new generation of the X-Culture Coaches;
- Provide feedback on feedback provided by the Coaches (Coaches provide feedback to teams, Head Coaches provide feedback to Coaches);
- Review, observe, evaluate and provide feedback on the training modules, video lectures, live webinars, and pet projects prepared by the Coaches;
- Help the Coaches with presentation and webinar rehearsals;
- Provide intermediate constructive feedback on the Coaches’ training materials and case reports;
- Observe the interactions among the Coaches and other program participants and stakeholders and alert the Program Director of possible problems, conflicts, or other situations that may require interventions;
- Nominate the recipients of the Best Coach Award and the travel stipends for the X-Culture Global Symposium;
- Assist the Program Director with other tasks and duties around managing the X-Culture Coaching Program.

Please review Training Module 2 for a detailed summary of the functions to be performed by the Coaches.

The Head Coaches are enrolled in the program as on-the-job trainees and we treat them as full-flagged members of the X-Culture team and co-managers of the Coaching Program. They will be issued a company email addresses (First.Lastname@X-Culture.org) and their profile pages on the X-Culture.org website will be updated accordingly.

The Head Coaches can present themselves to the external stakeholders (in their resumes, on LinkedIn and other professional networking sites) as “Global Virtual Team Head Coach at X-Culture, Inc.”

Professional Portfolio: Training Resources, Instructional Webinars, Reflection/Research Papers, and Case Reports

The best way to stand out from the crowd of applicants when applying for jobs or graduate programs is to have the experience and skills that nobody has. The best way to demonstrate those skills and experiences is to have a *professional portfolio* that contains samples of your work.

It is our goal to provide both the Coaching Program trainees and the Head Coaches with opportunities not only to gain valuable skills and experiences but also to build their professional portfolios. Please see Training Module 2 for the list of items expected to be added to their portfolios by the Coaches.

The Head Coaches can prepare a similar portfolio, but a more substantial one, given their more demanding roles and duties.

1. **Feedback samples:** One of the weekly tasks performed by the Coaches will be to review the weekly deliverables and provide constructive feedback on students' work. The Head Coaches will then be reviewing that feedback and providing their own feedback on the feedback.
2. **Live feedback/counseling sessions:** Written comments is an efficient way to provide feedback to subordinates. However, occasionally, a live meeting is needed to discuss the subordinate's performance in more detail. The Head Coaching will have such counseling/feedback sessions, one on one or with groups of Coaches. Recordings of these meetings can be added to the portfolio.
3. **Text-based training module:** Every Head Coach will be asked to develop at least one text-based training resource for Coaches, such as a text-based training module, guide, or manual. It must be a fully finished document, professionally formatted and containing useful information for Coaches, or possibly for fellow Head Coaches. These will be shared with the Coaches as optional resources this semester and will be used to develop more professionally done training materials for the next semester.
4. **Training lectures:** While text-based training modules are usually the most efficient way to provide training, sometimes it is not enough to describe certain things with text and pictures, but it is necessary to actually show how things are done. Likewise, depending on their learning style, some people may prefer to work with text, but others may be more visual learners and thus prefer a video lecture to books or text documents. Accordingly, the Head Coaches will be required to prepare at least one video lecture on a topic/issue of their choice. The Coach can choose any topic, from an overview of common problems they see if the feedback provided by Coaches to answers to commonly asked questions from Coaches, to an in-depth review of a particular issue Coaches struggle with (e.g., pre-recorded instructional video lectures, live webinars, etc.).
5. **Live webinars:** As dispersed teams are becoming commonplace in the modern global workplace, managers must increasingly rely on live webinars (as opposed to a face-to-face meeting) to provide training for their subordinates. Sometimes pre-recording the session is just not possible, and sometimes live interaction and discussion are necessary, for the managers have to rely on live webinars, rather than pre-recorded video lectures. Live webinars are a relatively new technology and this skill is highly valued. We will be organizing weekly round-table experience sharing webinars for Coaches and separately for Head Coaches. Initially, they will be led by the Program Director, but after a few weeks, Head Coaches will be expected to organize the lead these meetings. They can be prepared by an individual Head Coach or a group of Head Coaches. A recording of this sort of meetings would be a valuable addition to the Professional Portfolio.

6. **Case reports and case studies:** Mundane requests for help from the students will be assigned to Coaches. However, most difficult cases may be assigned to Head Coaches, or Head Coaches may be assigned to guide Coaches as the latter are handling their first cases. After the case is closed, the Head Coaches will be asked to prepare case reports. The case report is a document that summarizes the issue, details the help provided by the Head Coach and explains the logic behind the Head Coach's decisions, and if necessary contains recommendations for how this sort of cases should be handled in the future. It is normally less than a page-long and serves as a quick reference and is kept for administrative and future training purposes. Copies of your case reports in your professional portfolio are a great way to share with your prospective employers how much experience you have in coaching global virtual teams and how well you can do it. Professionally looking case reports also illustrate your ability to present information in a concise yet informative way.
7. **Reflection / Research papers:** After completing the program, the Head Coaches will be asked to write a reflection/research paper. The document will essentially detail what the Head Coach has learned and provide recommendations for the members of global virtual teams, managers, Coaches, other Head Coaches, or instructors. It can be based solely on your own experiences and reflections, or you can use the X-Culture quantitative or qualitative data. Unlike one-page case reports, this paper is expected to be more fundamental. It should still be no longer than 15-25 pages (shorter is better), but it must look like a more finished document that reflects your deep thinking and creativity. A well-crafted reflection or research paper can be a path to the job of your dream or can become a foundation for your future Master's thesis or doctoral dissertation. The best ones can also be presented as independent studies at the Academy of International Business conferences or X-Culture Global Symposia (help with preparing and submitting the paper will be provided).

In addition to your professional portfolio samples, we will comment on all these skills and experiences in your recommendation letters. Also, the students will be asked to rate the quality of your feedback, counseling sessions, webinars, and training materials, so you will be able to include those ratings (assuming they will be positive) in your professional portfolio.

Weekly Progress Surveys and Personal Assessments

Every week, the Head Coaches will be asked to complete a short Progress Survey. The survey will ask about the work completed last week, experienced challenges, observations, and recommendations, as well as evaluations of the work completed by the Coaches the Head Coach had an opportunity to observe and evaluation of the support provided by the Coaching Program Director and X-Culture Admin.

Additionally, the weekly surveys will also contain tests of Cultural Intelligence, Emotional Intelligence, and the like. After the project is over, each Head Coach will receive a detailed personal report that consists of the results of these tests; your test scores and how they compare to those in the general populations; as well as detailed recommendations for how to further improve your cultural, managerial, and technical skills. These personal reports will be presented as separate files, but we recommend that they are added to your professional portfolio, especially if your scores are high.

Intended Workflow

“No battle plan survives contact with the enemy.”

Helmuth von Moltke

Anyone with experience of managing an organization or project knows in business, like in combat, it is almost impossible to stick with the original plans. Moreover, it is not always feasible to strictly follow the original plan. Based on the ever-changing circumstances, new knowledge and experiences, it is often preferable to be flexible and deviate from the original plan.

The same applies to the X-Culture Coaching Program. We have a plan and a vision, but things may go not as planned, so we will remain flexible and adjust plans as needed. We assure you we will always act in good faith and give it our best effort. If something goes wrong or if you see a problem, then let us know and we will address the issue within our available means.

The 2019-2 Round Schedule

Welcome	(Due) Date
Orientation Webinar for Coaches, 9 am EST (New York time zone)	Sunday, August 25
Program starts	Monday, August 26
Prepare photos, bios (up to 100 words) to be posted on X-Culture.org. YouTube link to a short intro video also welcome.	Sunday, September 1
Invitation to Coach Discussion Group (if pass the Week 1 Theory test)	Wednesday, September 4
Theory Phase (Sep 3 – Sep 30)	
Coaches receive the Theory Training materials and Theory Exam links for the week (weekly)	Monday
Weekly Theory Exams due (weekly)	Sunday
Review and grades back to Coaches (weekly)	Wednesday
Exam performance review: Most common problems, correct answers (text or live webinar)	Friday
Final results of the Theory Phase, list of the Coaches who are advancing to the Practical Phase (if Theory Exam failed, Coaches will be given another chance and additional time)	Sunday

Practical Phase (Oct 1 – Dec 3)

Receive weekly deliverables for evaluation and feedback	Monday
Submit feedback on weekly deliverables	Sunday
Receive weekly comments	Monday
Inform the Program Director of possible cases of hardship, conflicts or other situations that may require coaching or other forms of support	Ongoing
Handle cases that need Coaching as per case assignments	Ongoing
Participation in the weekly Round-Table Experience Sharing Webinars for Coaches	At least 1 every 3 weeks
Receive report drafts	Sunday
Provide general feedback on report drafts (URGENT)	Wednesday
Receive weekly progress survey link	Wednesday
Complete weekly progress survey	Sunday
Evaluate business proposals submitted by the consulting teams (expect about 20 business proposals for evaluation)	December 10
Nominate the Winners of the 2018-1 X-Culture Round	December 10

Professional Portfolio

Submit case reports to the Program Director	48 hours after case closed
Prepare at least one text-based training module (max 20 pages) Sooner is better than later, more is better than fewer, show preliminary drafts to Head Coaches at least twice for feedback prior to final submission	No later than October 20
Organize at least one instructional live webinar (max 45 min) Sooner is better than later, more is better than fewer, Submit webinar topic to Program Director for approval at least 3 weeks prior Submit webinar outline to Head Coaches for feedback at least 2 weeks prior Have a rehearsal with a Head Coach for feedback at least 1 week prior	No later than November 5
Prepare at least one pre-recorded video lecture (max 45 min) Sooner is better than later, more is better than fewer, Submit lecture outline to Head Coaches for feedback at least 3 weeks prior Submit lecture draft (pre-recorded samples) at least 1 week prior	No later than November 10
Write a reflection / research paper (max 30 pages) Submit paper topic to Program Director for approval at least 3 weeks prior Submit paper outline to a Head Coach for feedback at least 2 weeks prior Submit final draft to with a Head Coach for feedback at least 1 week prior	December 10
Feedback from the Program Director and Head Coaches to be provided within a week after the submission, as timing and resources permit	

Post-Project

Final performance review and personal test reports	December 15
Announcement of the Best Coach, Best Head Coach Award recipients	December 20
Coaching Program Certificates and Recommendation Letters	January 5

What Goes on Head Coach's Record?

The Head Coaches who successfully complete the Program can put on their resume the following achievements, skills and experiences:

- Served as a head coach, mentor, and counsel to a team of coaches in a project involving hundreds of global virtual teams completing a complex international business consulting project;
- Developed and organized a series of training modules, video lectures, live training webinars for a global audience;
- Investigated and facilitated resolution of cross-cultural conflicts and misunderstandings;
- Evaluated individual and team performance;
- Provided regular constructive and developmental feedback to junior Coaches, as well as to individuals and teams and helped them improve their work;
- Reviewed work of junior Coaches, identified cases where help of a more senior colleague was needed, helped them overcome their difficulties;
- Co-organized weekly experience exchange conferences with other Coaches, shared personal observations, heard about the challenges experienced by other Coaches, brainstormed the best solutions and provided and received feedback and suggestions;
- Reviewed business proposals and selected winners of a large-scale consulting competition;
- Developed training materials on a range of topics related to coaching in organizations, as well as international business and teamwork in general;
- Addressed concerns and responded to questions from members of global virtual teams;
- Conducted independent research on international business and global virtual teams and wrote an analytic paper and guide for managers, team members, and educators;
- Provided suggestion for training program design and management of large-scale consulting projects.
- Did all of this in a highly complex culturally diverse and technology intensive environment, working alongside people from 40+ different countries.