



Systemic Team Coaching Diploma

A One Year Team Coach Training Programme
with Peter Hawkins and John Leary-Joyce

in partnership with





Now more than ever organisations are looking at how to motivate and manage their teams in a period of change and uncertainty.

The time is ripe in the coaching market to differentiate Team Coaching from other forms of team/group development and to extend the definition and body of theory and practice of Team Coaching.

Systemic Team Coaching Diploma

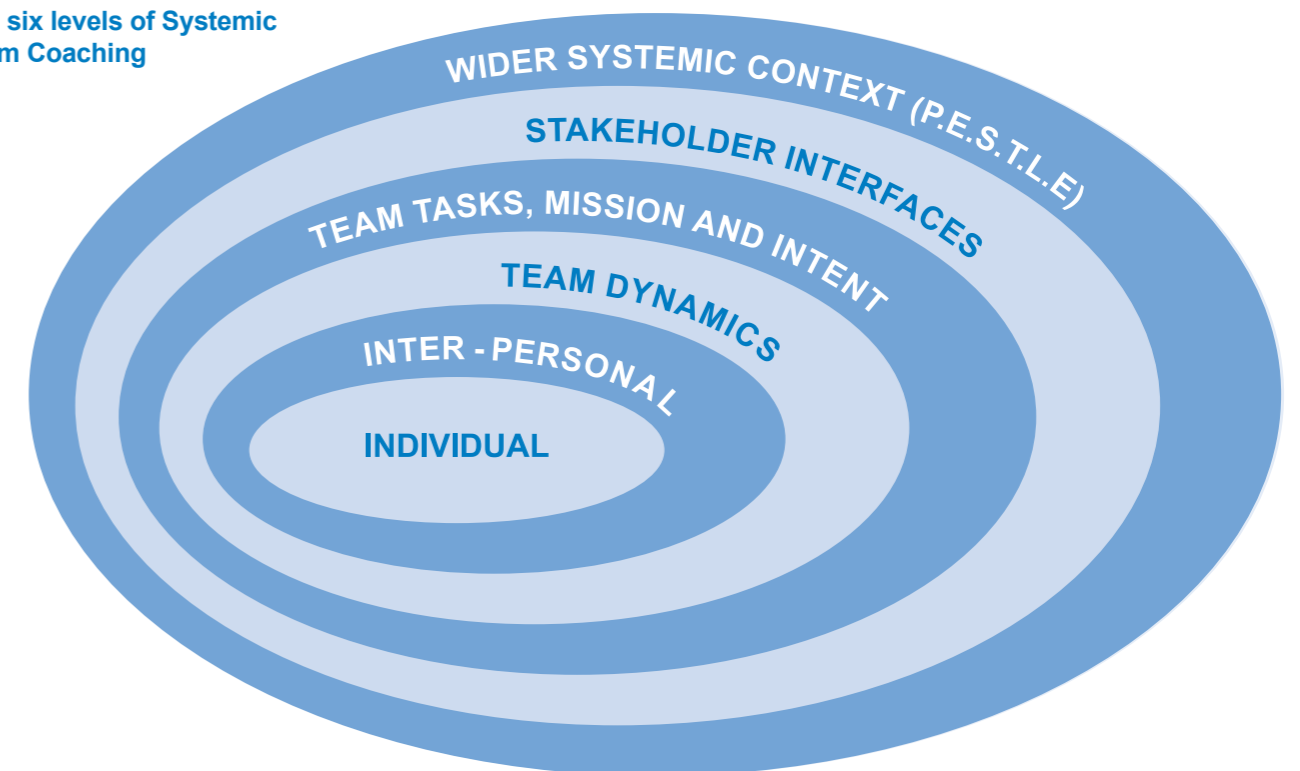
John Leary-Joyce, AoEC, in partnership with Peter Hawkins, Bath Consultancy Group, are at the leading edge in developing a distinctive, comprehensive and effective methodology for team coaching.

Our model has a complex systemic approach that focuses on six levels:

1. Individual and their team role
2. Interpersonal relationships
3. Team Dynamics
4. Team's Task, Function and Intent
5. Stakeholder Interface
6. Wider Organisational Context

Getting all these elements functioning effectively and in balance harnesses the power of the team within the organisational system.

The six levels of Systemic Team Coaching



Systemic Team Coaching Diploma

The Systemic Team Coach Training Diploma (STCD) is for experienced coaches seeking to develop and expand their team coaching competence and practice and gain a recognised professional qualification.

Peter and John have combined expertise to provide an exciting, experiential programme where you will:

- gain a clear understanding of the theory and methodology of Team Coaching
- create your own model of Team Coaching based on our Systemic Team Coaching approach
- develop the skills to practice as an excellent Team Coach
- gain deep personal understanding of yourself in your roles as a team member and coach

Core Faculty



John Leary-Joyce
Founder and CEO,
AoEC

As an entrepreneurial leader, John understands the importance of teamwork and the value of receiving individual and team coaching. Over the last 10 years he has become widely recognised as a senior transformational coach, combining this with a 20-year career as an in-depth Gestalt group facilitator/trainer and extensive team building and organisational consulting experience. As a result he has become a highly effective team coach working in large organisations especially in professional services firms. He has an MA in Executive Coaching, is an accredited coach with APECS and AoEC, qualified supervisor, and a frequent conference presenter with appearances on TV and radio. John is the UK President of the EMCC (European Mentoring and Coaching Council). His passion is the pursuit of learning and to help others to grow professionally and personally.



Professor Peter Hawkins
Emeritus Chairman and Founder,
Bath Consultancy Group

Peter Hawkins is Professor of Leadership and Henley Business School. He is joint founder (1986) and emeritus chairman of Bath Consultancy Group, and a leading consultant, writer and researcher in organisational strategy, learning, managing complex change, leadership and Board development.

He is author of *Leadership Team Coaching* (Kogan Page 2011) as well as many other books and numerous articles. He has worked with many leading organisations in many parts of the world including Europe, South Africa, America and the Far East co-designing and facilitating strategy reviews as well as major change and organisational transformation projects. He has helped a number of Boards and senior executive teams develop their vision, values, leadership and strategy for the future. As well as coaching a number of senior leaders of FTSE 100 companies, public sector and not-for-profit organisations, he has also been a team coach for over twenty years, and has coached a wide variety of leadership teams.

Learning Routes

There will be five primary learning routes in the programme

1. Didactic Input and discussion around team and systemic coaching topics
2. Skills Practice and Supervision through
 - (a) Team coaching with peers on the programme
 - (b) Business simulation and role plays
 - (c) Individual coaching in Triad groups
 - (d) Live practitioner experience with an external organisational team client
3. Large Group experience plus observing and commenting on the faculty team that openly discuss their process
4. Small Team experience - carrying out team tasks with process supervision and feedback.
5. Personal Development through being a participant in the programme, examining the process of being in it - while going through it, including the final assessment.

Overview of Programme Content

Module 1 (3 days)

Theoretical Foundations

The emphasis will be on covering the theoretical basics of the programme, building the community of learners and establishing the routes to developing skills practice.

Examples of Project Team topics would include:

- What is Systemic Team Coaching and how it differs from other forms of team development
- Continuum of Individual and Team Coaching Practice in relation to high performing teams
- Boundary management - contracting and confidentiality with the team as client.
- Introduction to the 5 Disciplines for Teams
- C.I.D.C.L.E.A.R. Team Coaching Process Model
- Use the supervision model in the whole community

- Process*
- Group coming together as a learning organisation, examining its own process.
 - Choosing of practitioner and coaching teams as well as project groups
 - Choosing external client organisations

Module 2 (2 days)

Teams in their Systemic context

- Working with teams in their systemic context using Sculpting and Constellations.
- Review C.I.D - Contracting, Inquiry, Diagnosis from external client experience
- Role, Power and Influence – Stakeholder mapping, systemic context and culture in preparation for Oshry simulation
- Five disciplines for teams – 1.Commissioning, 2.Clarifying purpose, goals, actions, 3.Co-creating as a team, 4.Connecting with Stakeholders, 5.Core Learning
- Effective Functioning of teams – classic team dynamic stages, patterns and intervention modes
- Ethics and Professional Boundaries

- Process*
- Examination of the large group's progress as a learning organisation
 - Participants facilitate the large group supervised by faculty,
 - Review and supervision of external client organisations

Module 3 (2 days)

Business Simulation - the organisational system at work - using Barry Oshry's unique Organisational Workshop <http://www.powerandsystems.com/workshops-with-impact/organization-workshop.html>

a powerful experiential exercise that will help you see, understand and master, as a coach and as a leader, the different systemic contexts of Tops, Middles, Bottoms and Customer worlds.

Focus on stakeholder engagement - bring their data, voice and relationship into the room - and develop your confidence in working between different levels of individual, team and the whole system.

The group will be expanded to other participants for this module only in order to maximise the learning from large group processes.

- Process*
- Strengthen your personal capacity to be effective in the midst of complex system dynamics through immersion and learning from two fast-moving business simulations.
 - Discussion and practice around the value of team and whole system coaching from experimentation and supervision within the context of the business simulations.
 - Examination of the large group's progress as a learning organisation using Oshry theoretical frameworks and positioning Oshry's thinking within the wider systemic field.
 - Application of Oshry's frameworks to live case studies that participants bring.
 - Review and supervision of external client organisations (Diploma only)

Module 4 (3 days)

Focus on different types of teams:

- Boards - Corporate governance in relation to different business formations
- Executive Leadership Teams
- Operational Teams
- Virtual Teams
- Project Teams

- Process*
- Review of the large group's progress as a learning organisation as it closes
 - Participants facilitate the large group supervised by faculty
 - Review and supervision of external client organisations prior to the client organisation case presentation
 - Celebration of successes and learning

Module 5 (2 days)

Harvesting the Learning – Sharing our learning journeys

1. Presentation of your personal team coaching model to faculty and colleagues
2. Presentation of organisational client case study from each Coaching Team - Viva with questions on "A Year in the Life of Two Teams – External Client and Their Own".

- Process*
- 1. Individual team coaching model will be presented to small group of peers and faculty and receive feedback
 - 2. Client Coaching Teams present their case study to the whole group
 - Assessment by core faculty

Group and Team Formations

1. Faculty Team – consisting of Core Team Coaches (CTC) John Leary-Joyce and Peter Hawkins and Marion Gillie with 2 Assistant Team Coaches.
2. For Module 3 John Watters and Ali Warner from Living Leadership, leading experts in the work of Barry Oshry, will join us.
3. Whole Group comprising all the members of the programme facilitated by John and Peter and Marion
4. Coaching Teams with external clients of 3-5 participants who meet:
 - (a) Between modules to work with their organisational client team
 - (b) During the modules to examine their performance as a team and receive supervision from Peter or John or Marion
5. Project Teams of 4/5 work together on a task, which will be a designated study topic which is presented back to the whole group. An assigned ATC will facilitate a review of their team process in undertaking the task

Programme Format

13 days over a 14 month period

In order to create a vibrant learning community that parallels many of the dynamics of an organisational system, we have chosen a structure that draws on all our experience of best practice that involves:

1. Orientation Day - an opportunity for individuals to connect with each other, exchange Learning Plans and go through the programme design in detail.
2. Five Modules 3 x 2 day and 2 x 3 day 12 weeks apart to maintain momentum, continuity and integration.
3. Client Coaching Teams which meet between modules to consolidate learning and provide team coaching to their organisational team.
4. Two Individual Tutorials with CTC and two with ATC, to address theoretical, practitioner or personal development needs.
6. Two-day preparation-for-assessment event on module 5 involving a Client Coaching Team case study and viva on their client organisation and team functioning .
7. Submission of written papers on personal model and case study of organisational client

Qualification and Standards

Diploma in Systemic Team Coaching
Will meet ICF coach training requirements at PCC level.
Academically the programme will be Masters level.

Group Size:
Maximum 24 with additional participants for the Oshry workshop on module 3.

Venue:
Central London

Participant Qualities

This programme will build on your substantial knowledge and experience of developing people. You will be an experienced individual coach with at least 4 years practice having completed either a training equivalent to PCC (ICF) Practitioner Level (EMCC) or be a consultant with a 10-year career in OD with extensive coaching experience. You will be expected to be able to present your theoretical framework for coaching individuals.

To apply go to:

1. <http://www.aoec.com/open/team-coaching.aspx>
2. Fill in the application form
3. Meet face to face or by phone with Peter or John for a coaching tutorial to confirm your suitability for the programme
4. Offer of place and requirement to pay a deposit

For more information please contact:

Mike Smith
Tel: +44 (0)208 916 9063
Email: mike.smith@aoec.com
Or visit: www.aoec.com

For Client Organisations seeking Team Coaching

This is a unique opportunity to engage a team of experienced individual coaches from this Team Coaching programme to work in your organisation, free of a coaching fee.

A team of 3 - 5 coaches will be assigned to your organisation to work with a team regularly over a one-year period under the close supervision of two renowned experts in the field John Leary-Joyce and Peter Hawkins.

This is a powerful and effective process that will enhance the performance of individual members, the leader and the team as a whole as well as impacting the immediate business and wider organisation.

Team Coaching Interventions

Following our Systemic Team Coaching model there will be three levels of active intervention by AoEC team coaches

1. Individual coaching – 2 hrs monthly addressing leadership and team membership
2. Team facilitation of management/business meetings - average monthly
3. Team Development away-days to improve collective leadership and interpersonal dynamics - average 2 days twice in the year.

In addition, consulting with primary stakeholders will be undertaken to understand the wider systemic context.

To get a clearer picture of the team dynamics in relation to the wider system the team will be expected to take part in all or one of the following:

1. 360 degree feedback
2. Team profiling tool
3. Sociomapping tool

This would be done at the beginning and end so that data is available for measuring the effectiveness of the intervention.

Costs

Because this is a 'work placement' assignment for the programme participants the cost will not include coach fees but simply cover basic expenses such as travel, accommodation and supervision. This we would estimate to be in the region of £5 - £20k for the year depending on location and represents about 10% of the cost of this type of intervention.

In addition, any external 360 feedback or team profiling tool would be charged to the organisation.

Written Research Project

This team project will be the basis of the participants' assessment and so permission to use the data for this purpose will be required.

In addition some participants may wish to publish the process and outcomes of their work as a research dissertation so we would expect permission to be granted provided professional protocols were observed.

Team Coach capabilities

The team coaches will have substantial knowledge and experience of developing people. They will be an experienced individual coach with at least 4 years practice having completed either training equivalent to PCC (ICF) Practitioner Level (EMCC) or be a consultant with a 10-year career in OD with extensive coaching experience.

They have joined this programme to deepen their experience and capability of working as a team coach. Academically the programme will be Masters level.

The biographies of each team coach assigned to your organisation will be provided well in advance and discussed with the relevant internal manager responsible for the project.

There will be close liaison between the AoEC faculty/supervisors and the internal sponsors of the initiative.

The members of the coaching team will themselves be actively working at a sophisticated level as a team under supervision and exchanging information about how best to serve the team and the business objectives.

Requirements of the Organisation

For an organisation to be eligible to take part in this opportunity they must have a number of prerequisites in place:

1. Intact team with objectives and direction as well as the autonomy to implement changes within its jurisdiction
2. The senior management supports the team coaching initiative
3. Team size of between 5 and 10 members
4. Expectation that the team will remain as constructed for the year with minimal changes in membership
5. Team members willing to engage in individual coaching
6. Team members willing to undertake various individual/team profiling tools and 360 feedback
7. Be available to start from Autumn 2011

For further details and discuss the selection criteria.

Please contact: John Leary-Joyce **+44 (0)1727 864 806**

We have places for maximum of four organisational clients.



Further details, free Open Events, and applications
for all our programmes:

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email: info@aoec.com www.aoec.com

