A Guide to our Services

World-class triple-accredited coach training and coaching-based solutions for organisations

www.aoec.com
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Welcome message from our CEO, Gina Lodge

We have been at the forefront of international executive coaching for 20 years and the demand for coaching skills has never been higher. In that time, not only has executive coaching grown in its recognition as an effective development tool valued by employers, but as a desirable and rewarding career choice too.

We can help those considering a coaching style of leadership and management, improving team effectiveness or building an internal pool of coaches, which can be sustained through adding new coaches by training on our regular open programmes as well. Our aim is to provide you with all the core skills you need to make the leap. As a graduate of our Practitioner Diploma myself, I’ve personally experienced the impact of the AoEC’s training, and it helped me gain confidence in my own coaching skills and leadership style. Our accredited programmes are rigorous, immersive and experiential and will challenge you to be your best, but you’ll be rewarded with credibility, highly practical business skills, confidence in your own abilities and strong bonds with your fellow participants.

Fierce competition for talent and a skills gap are contributing to challenging conditions where businesses must work more smartly to maintain productivity. We believe coaching skills are a new currency for the workplace because its use is so central to developing people and raising individual, team and company performance. We can help you prepare your workforce for change, develop high-performing leaders and teams, create value for customers and enable you to realise your competitive advantage.

We take enormous pride in training over 11,000 people in nearly 80 countries and the close partnerships we share with our diverse range of clients. We hope you choose the AoEC to begin or to continue your journey in coaching.

Meet our Executive Board and Honorary President

John Leary-Joyce
Founder & Executive Chair

Gina Lodge
CEO

Moira Halliday
Director of Training

Inga Heath
Finance Director

Ian Porter
Non-Executive Director

Sue Reynolds
Non-Executive Director

Professor Peter Hawkins
Honorary President

A Guide to our Services 3
About Us – International Excellence

The AoEC’s mission is to transform individuals, teams and organisations globally through world-class, accredited executive and team coach training and coaching-based solutions for organisations. Our dedication to customer service, inclusive culture and strong ethical approach to business helps everyone we work with realise their full potential.

History
The AoEC was founded in 1999 by the company’s executive chairman John Leary-Joyce. John had started out in the Gestalt psychology field as a clinical practitioner running individual and group therapy programmes before becoming a Gestalt trainer and then managing director of the Gestalt Centre in London. Having both the psychological and business experience John became a process consultant specialising in leadership and group/team facilitation in organisations.

When coaching first became known in the UK in 1995 it fitted well with what John was already doing and he started to work as an executive coach. Today, the AoEC is firmly established as one of the sector’s leading providers of world-class, accredited executive and team coach training. Recognised for the excellence of its programmes, the AoEC is one of the few coach training providers to hold triple accreditation with the industry’s major professional bodies for our core programmes – the International Coach Federation (ICF), European Mentoring & Coaching Council (EMCC) and the Association for Coaching (AC).

International Excellence
The AoEC has a global reach with faculty located all over the world and offices in Brazil, Croatia, East Africa, Estonia, Germany, Ireland, Poland, Romania, Serbia, Switzerland, Turkey, the UAE and in Edinburgh and London in the UK.

Training over 11,000 people from nearly 80 countries, the AoEC has great capability to collaborate with international companies and is strongly positioned to look after the increasingly global needs of organisational clients. The AoEC’s programmes and services are designed to work across international borders and our high standards are maintained irrespective of where they are delivered.

Field of experts
Our executive coach training programmes are designed and delivered by our in-house team all over the world. Our faculty comprises highly-skilled coaching practitioners who support our course attendees with unrivalled knowledge, expertise, strong links to the industry, passion and first-rate facilitation.

The AoEC’s consultant team offers business clients expert guidance and professional knowhow. They bring a wealth of senior-level coaching experience and work together with organisations to create the best solutions and sustainable outcomes for business leaders and organisations.

Services
The AoEC’s core business is split over professional coach training and coaching-based solutions for organisations.

Our courses for individual and team coaches are rigorous, challenging and centred around you. The AoEC’s focus is on delivering a powerful and transformative learning experience that is based on a rich blend of immersive practical and experiential learning and theory. AoEC programmes are delivered in a safe and encouraging learning environment which is designed to stretch and support participants.

Our consultancy services are offered to organisations and feature a range of tailored solutions and products that can help address a multitude of issues facing businesses today. We work at all levels within an organisation to embed sustainable change and encourage a culture of inspirational and trusted leadership, employee engagement and talent management. In addition, we deliver in-house training programmes for organisational development specialists and internal coaches, as well as coaching for teams and senior management.
Coaching facilitates the coachee to uncover their innate wisdom and experience to find their own direction and solutions.”

John Leary-Joyce, founder & executive chair, AoEC

What is executive coaching?

Executive coaching is all about moving your business forward by setting development goals. It doesn’t entail telling business leaders what to do but is focused on motivating and helping people overcome the challenges and dilemmas they face in the workplace. Coaches are contracted by organisations to help their managers maximise their personal and professional potential, thereby transferring their learnings into operational actions and increasing business results and performance.

Executive coaching works in two ways – one-to-one coaching and team coaching. If senior managers are facing change or challenge, coaching can help them to make good decisions, achieve their goals and increase their effectiveness within their role. For organisations, team coaching helps motivate and better align teams, improve internal and external relationships and enhance team dynamics and their ways of working.

Working in partnership with the coachee and contractor, coaching brings sustainable change to the way a business operates. If you’re in pursuit of developing a high performing team or striving to maintain your standards of excellence, coaching can help you realise these objectives while encouraging a culture of inspirational and trusted leadership, employee engagement and talent management.
Coaching-based solutions for organisations

Global research published by one of the industry’s leading professional bodies, the International Coaching Federation (ICF), shows that there is now a clear link between high-performing organisations and a strong coaching culture.

Our consultancy services are offered to organisations and feature a portfolio of tailored solutions and products that can serve to address a multitude of issues facing both large and small businesses today. We work at all levels within an organisation to help build a coaching culture where the emphasis is placed on improving performance, maximising your people’s potential and driving business success.

Our team of consultants are experienced coaches with direct expertise in supporting businesses with their management practices and people strategies. We will work with you to embed sustainable change and encourage a culture of inspirational and trusted leadership, employee engagement and talent management as well as being able to assist with an organisation’s wellbeing strategy. In addition, we deliver in-house training programmes for managers of all levels, HR professionals, organisational development specialists and internal coaches, as well as coaching for teams, management and young professionals.

Here is an overview of some of the workplace issues we can support you with.

Developing and retaining talent
A fierce labour market and skills gap mean organisations are at war for hiring and keeping their top talent. Career progression is a priority for workers and a coaching approach providing access to continuous learning is critical in retaining high performers.

Work is becoming increasingly complex and as functions change due to advances in automation, our people need to continue learning to keep up. An employee’s level of potential is becoming more influential when it comes to making recruitment and talent pipeline management decisions. Whether a graduate scheme participant or a future leader, coaching can scale their development into more senior roles as well as grow interpersonal skills, resilience, management capabilities and motivate employees to pursue personal and professional excellence. It’s also now an integral way of working for organisations as more managers are equipped with coaching skills.

Teams working at their best
Team coaching is one of the hottest topics in management and there is a global trend for increased teamwork at board level. Teaming has reached the C-suite and is seeing executives adopt a more collaborative team-based business model.

The use of systemic team coaching is enabling businesses to deliver an upwards shift in team and organisational performance and results. Unlike one-off workshops and team-building exercises, systemic team coaching enables teams to identify and resolve their challenges over a programme lasting several months – resulting in deeper learning and long-term sustainable change. It is more effective and cost-efficient than one-to-one executive coaching and encourages a team to embrace collective leadership.

Our consultants will work with you to explore the team’s role and purpose, team dynamics, ways of working, stakeholder relationships, and the value they can collectively add to the organisation. We also offer our Team Connect 360 diagnostic tool which is a powerful aid in goal setting and evaluating a programme’s results.

Coaching for leaders
Coaching is an established and recognised tool for developing the effectiveness of CEOs and C-suite level directors and can be applied at various stages of an executive’s management career.

In addition to providing team coaching in-house, the AoEC also offers its flexible Systemic Team Leadership programme which enables participants to rise to the challenge of coaching their teams to think and act systemically and address their unique challenges and opportunities.

Coaching for leaders is highly beneficial and helps refine communication skills, increases resilience and strengthens managerial abilities. Those with coaching skills are also instrumental in engaging and motivating employees to continue expanding their skills and inspiring them to succeed. Executive coaching can also contribute to building trust by focusing on results, relationships and reputation, while a coaching approach has also been shown to make company directors lead more effectively through periods of change.
Motivating for performance
A coaching culture is immensely valuable in improving performance and can be lucratively used to tap into the workforce’s potential. Employees who are engaged in their work and encouraged to further their skills are driven to succeed.

Those employees who are empowered to take ownership and be accountable also have the freedom to innovate and focus on excellence with value-creation for the customer. Coaching fosters staff buy-in with a feeling of being valued and cultivates loyalty, trust and engagement in the employer. Organisations which prize their people are highly desirable to work for and the opportunities for professional development alongside career progression are often more attractive than large salaries and benefit packages.

Coaching can extend a person’s skills beyond where they are now and those who have undergone coaching are more self-aware and better in managing their relationships with colleagues and external stakeholders. Coaching augments critical skills as well as helping manage behaviour and prepare employees for times of change or uncertainty.

Managing change
Mergers and acquisitions, global expansion, a change of leadership or the roll out of new technology can all be disruptive, and organisations find their priorities and strategies constantly must shift to keep up. Change is a natural process, but it is the fear of the unknown that can cause resistance within a workforce when change is underway.

The core features of change management are communication, leadership and resilience and each can determine the failure or success of a change management initiative. Coaching is one of the most useful ways to improve change management capabilities as it can organise people for change, be used to modify behaviours, enhance communication and grow resilience at individual and team level.

One-to-one and team coaching sessions are designed to suit the specific needs of the coachee(s) and give them the opportunity to talk through their feelings, their concerns and reflect on how change might impact them. Interventions of this nature help build critical thinking and trust in senior management as they can overcome this resistance and break down challenges.
Bringing positive change to your organisation

Q&A with Karen Smart, Head of Consultancy

We’ve used executive coaching for our senior directors in the past, but who else could benefit from having access to coaching sessions?
Historically coaching was reserved for the elite, but its effectiveness has opened it up to all levels. Coaching is very versatile and can be applied to so many different situations across an organisation. Developing a culture of coaching skills can be used to hone leadership qualities from the C-Suite down to nurturing the soft skills for those on a graduate scheme. It is also valuable in developing future leaders and building resilient, high performing teams.

How does executive coaching work?
Executive coaching works in two ways – one-to-one coaching and team coaching and is a great way to help maximise the potential of your people. Coaching principally helps move a business forward and is trust-based. The coach will work closely with the coachee(s) and support them through the challenges or dilemmas they face. The coach’s role is to ask questions and help provide clarity. Coachees are helped to maximise their personal and professional development and turn those learnings into operational actions to help improve individual and company performance.

What kind of challenges and issues can coaching help businesses with?
A coaching culture underpins many aspects of the modern working environment. It has traditionally been used for leadership development, but it can also be applied to team development so that could be a newly formed team or a project management team. It can also be utilised for things like cultural issues, building relationships with internal and external stakeholders and to improve engagement, morale and resilience.

Can you help me with training?
We offer training in-house and can tailor several of our learning programmes to suit specific needs. We provide training for internal coaches or we can work with manager, leaders, HR and OD teams to add coaching to their skillset. We can also partner with organisations at an international level to ensure there are consistent standards and protocol in place regardless of where the team might be based.

How does executive coaching add value?
A coaching approach adds value on many different levels. For the individual it gives a strong sense that they are valued and provides the opportunity for them to build on their strengths and increase their strategic contribution to the business. It helps forge strong, high performing teams, improves morale, fosters good stakeholder relationships and for the company it helps bolster resilience, innovation, strategic direction and financial and operational results.

How can we measure the results of a coaching assignment?
Setting outcomes at the beginning of an assignment helps to review the positive impact being made along with looking for evidence of behavioural change. The success of team coaching can also be analysed by using 360° diagnostic tools pre, during and post coaching. The cultural changes are easy to see and address. In sales teams for example, especially where more than one member is coached, and the process and targets are clearly identified.
The Ambassador Theatre Group (ATG) is the global leader in live entertainment. Employing over 3,500 people, it owns and operates close to 50 venues worldwide. It is an internationally recognised, award-winning producer and operates a market-leading theatre ticketing business.

What was your introduction to the AoEC?
In 2014 we were developing a new in-house programme for emerging leaders called ‘Rising Stars’. We planned to bring together two newly recruited graduate trainees and ten internally selected people from the business, for a two-year programme supporting our ‘leaders of tomorrow’. It had to be congruent with our business, relevant, bespoke, and capable of flexing and changing when required to suit our needs.

We recognised the potential for coaching to provide focused one-to-one support for our Rising Stars. We decided that growing some form of in-house coaching capability would be the most cost-effective way of offering coaching and we commissioned the AoEC to deliver a certificate in coaching skills course for a group of experienced managers.

Prior to the courses being delivered, Karen Smart took time to understand our business and helped generate interest and buy-in to the concept of coaching, by running short in-house ‘taster’ events. Interest was so high we ended up running the course twice, and the participants’ feedback was excellent.

What were ATG’s goals in using executive coaching in-house?
This initially related to succession planning, to support high potential employees and create a talent pipeline. This is still true, but the application of coaching has broadened considerably.

The benefits of establishing a coaching culture is gaining traction and by emphasising the universality and versatility of its application, it has shown how it can play a pivotal role in supporting growth and continual improvement. This has evolved quite organically – my ultimate ambition is for coaching to become the norm, a natural and habitual part of how we work here.

How are you using coaching as part of your in-house staff development programmes at ATG?
We’ve ensured that coaching is a key element in all our programmes. We recognise that the earlier we can introduce it and get managers practising coaching skills, the greater chance we have of creating a coaching culture, which empowers and enables people to engage and do their best work. Learning basic coaching skills therefore starts in our management courses ‘Stages’, and here participants get to experience coaching for themselves, both as a coach and a coachee and learn how to use coaching skills as part of their management toolkit.

In 2017 we launched ‘Leading Lights’, a leadership development programme for senior leaders. It consists of two separate residential weeks of learning, including up-to-date leadership theory, interactive workshops and inspirational guest speakers and a course of coaching sessions with an external coach.

What have the results been for the team and the organisation as a whole?
We have seen real business results from those leaders that have participated in our in-house development programmes. Improvements in the financial performance of their area of the business, and higher levels of engagement from their teams have been clearly evidenced, building a strong business case for ongoing investment.
Programmes available from the AoEC

- Coaching Skills Certificate
- Young Professionals Coaching Skills Certificate
- Practitioner Diploma in Executive Coaching
- Advanced Practitioner in Executive Coaching
- Systemic Team Coaching Certificate
- Systemic Team Coaching Diploma
- Executive Coaching and Health: Coaching Skills for Wellness, Recovery and Performance
- The Resilience Accreditation Programme
- Mindfulness for Coaches
- Gestalt Coaching Skills Workshop
- Transactional Analysis Workshop
- Neuroscience and Coaching Skills Workshop
- Challenging Coaching Masterclass
Getting started in executive coaching

Q&A with Moira Halliday, Director of Training

I am thinking about retraining and becoming a self-employed executive coach. Where do I start?
Whether you arrived at this decision via a career break, redundancy or desire to do something new, becoming a coach is not without its challenges. Get started by talking to other coaches and ask them how they did it. Do your homework and find an accredited course that’s right for you.

Free open days are brilliant for getting a feel for individual training companies and the courses out there. Ask yourself if you can fit training in around your job or if you can commit to a more intensive diploma programme. Investing in your own learning will give you confidence, but you also need credibility. Work towards accreditation with one of the professional bodies to demonstrate that you adhere to high, professional standards.

What should I look for when choosing a training provider?
It can be daunting, but make sure they are validated by the industry’s coaching bodies so you can be confident that you will receive good quality and comprehensive training. Look beyond the course and ask if they offer end-to-end learning and career aftercare and support. Look too at how the training is delivered – are programmes a rich mix of practice and theory, how hands-on will your learning be?

I head up our HR team and would like to upskill myself and some colleagues. How will coaching skills add value for my employer and workforce?
Coaching has grown in its recognition as an effective development tool which employers highly rate. It’s a valuable resource to have because it underlies many different aspects including engagement, culture, talent management, leadership, resilience and team development. A coaching approach has a pivotal and lasting impact on individual, team and company performance.

Why is accreditation important?
Accreditation is a must as it is an expectation from clients that coaches are professionally certified. It reassures the coachee by underlining best practice and accountability and shows that you offer the best service you can.

What makes executive coaching a rewarding and fulfilling career choice?
This is a very personal thing. I believe there are many rewarding aspects, but I think the overriding one is being able to help people achieve their goals. It’s a very powerful and positive process and having that level of trust with a coachee is a real privilege too.

What are the key skills I need to be an effective and successful executive coach?
A lot of people who have had experience in management or HR are naturally drawn to coaching. If you are from this background, then you should already have excellent people skills to build upon. The key is being able to really listen, to ask searching questions and help the coachee see their issues from different perspectives and moving them forward without imposing your own solutions. Being creative in how you work is important and so is the need for your coachee to have your complete and utter focus.
Coaching Skills Certificate

Programme Overview

Putting you in the shoes of both the coach and the coachee, you will understand the real power of coaching and its everyday applicability first-hand.

What the programme offers

This foundation-level course is the gateway to the AoEC’s suite of accredited coach development programmes and the first step in becoming a professional coach.

Held over two consecutive days, the Coaching Skills Certificate is formulated to introduce you to the principles and practice of coaching. You will learn how to use an effective four stage model that will allow you to begin coaching right away and enable you to reflect on whether coaching is right for you.

It will equip you with the core skills required to confidently and effectively coach a client, developing them in a safe, expert-guided environment. You’ll learn how to help others define what they want, set goals based on their values, and support them in striving for greater fulfilment.

The course will also help improve management techniques as well as making you more efficient in the workplace or in motivating others. It is suitable for those who are looking to take their interpersonal skills to the next level, as well as those considering integrating coaching into their work or embarking on a career as an executive coach.

Programme content

This experiential course uses a mixture of theory and participation, with attendees exploring coaching skills and developing their confidence when using them.

The course is structured to look at the differences between coaching, mentoring, counselling, training managing, consulting and life coaching. Participants will discuss the powerful GROW model and its applicability and develop the four essential coaching skills – listening, questioning, reflecting and mirroring and paraphrasing and summarising.

You will have access to tutorial input from an experienced executive coach and receive expert and peer feedback as you test your “coaching wings” in small practice triads: coach - coachee - observer.

The programme is for:

- Managers of all levels
- Human resource individuals
- Leadership and development practitioners
- People in employment transition
- Chief executive officers
- Graduates

Accreditation

The Coaching Skills Certificate as a standalone course does not qualify you as a coach.

It does provide participants with 12 hours towards the 60 required to apply for International Coach Federation (ICF) accreditation at Associate Certified Coach (ACC) level. When combined with the Practitioner Diploma in Executive Coaching, this provides 72 Accredited Coach Specific Training Hours (ACSTH).

An excellent course which gave a thorough introduction to basic coaching skills. It gave me the opportunity to practise skills in “bite size” pieces and it felt comfortable and safe. Great to have time to reflect on learning and how I will take new skills back in to my workplace.”

Previous graduate of the Coaching Skills Certificate programme
Young Professionals Coaching Skills Certificate

Programme Overview

Preparing you to be more independent and resilient in the workplace, you'll gain the awareness and tools to perform at your best.

What the programme offers
The Young Professionals Coaching Skills Certificate is run in partnership with CoachBright and is available to groups of people within an organisation.

Coaching has traditionally been a skill typically acquired much later in your career and this programme aims to have a significant and positive impact on the engagement and motivation of those at the beginning of their career.

The certificate is designed to equip the next generation with coaching skills to support their development and is indispensable for young professionals looking to polish their interpersonal skills as they enter the workforce.

This is an experiential course and puts you in the shoes of both the coach and the coachee, giving participants a real understanding of the power of coaching and its everyday applicability first-hand.

Programme content
The programme is a kick-start to learning about how to bring out your best self as a professional and using coaching skills to get there.

A mixture of theory and hands-on participation, attendees will explore coaching skills and develop their confidence using them. Facilitated by young professionals, it is held over two non-consecutive days to allow you time to practice and consolidate what you've learnt in between.

The course is structured to look at the differences between coaching, mentoring, counselling, training managing, consulting and life coaching. Participants will discuss the powerful GROW model and its applicability and develop essential coaching skills – listening, questioning, reflecting and mirroring and paraphrasing and summarising.

You will receive expert tutor input and feedback from your peers as you practice in a safe environment.

The programme is for:
- Young professionals aged 18-30
- Those new to the workplace or transitioning to the workplace
- Graduate scheme participants
- Young talent

Certification
Completion of the two-day programme will provide you with 12 hours CPD certification.
Practitioner Diploma in Executive Coaching

Programme Overview

Supporting you to become a qualified coach, this diploma provides you with the necessary skills, knowledge and confidence to get started and enables you to develop your own unique coaching model.

What the programme offers

The Practitioner Diploma enables individuals to become qualified coaches and can also be provided in-house for organisations as well as public programmes. It explores coaching’s key principles, develops your unique personal style and equips you with a toolbox of skills indispensable for coaching in a corporate environment. The diploma is rigorously designed to meet the core competencies for accreditation/credentialing with three of the top coaching bodies.

Whether you aim to become a successful and professionally qualified coach, coach part-time, adding to your portfolio, are an internal coach or would like to take your people management role to the next level, this is the ideal course for learning how to put theory into practice.

Attendees will work closely with the AoEC’s highly skilled faculty who combine coaching expertise with extensive business leadership experience.

Programme content

This is a highly experiential programme which includes a combination of directed learning, coursework and supervised coach practice where you will receive constructive feedback to develop your confidence and abilities. It is expertly balanced around industry leading knowledge and delivered in a safe and supportive environment.

Held over a series of three two-day modules plus an assessment day, which are completed over four months, the course is supported by an intuitive e-learning programme. Participants work with the AoEC’s comprehensive coaching model around Beginnings, Middles and Endings to mirror the executive coaching process.

Participants are expected to attend all modules, take part in the 1:1 and group tutorials, have a minimum of two practice clients and complete the required coursework.

The programme is for:

• Those with an understanding of coaching
• Experienced coaches and professionals who want to become qualified
• Managers of all levels
• Human resource professionals
• Leadership and development practitioners

Accreditation

Graduating from this programme will provide you with:

- Association for Coaching AC Accredited Award in Coach Training.
- EMCC (European Mentoring and Coaching Council) Practitioner level. Equivalent to UG degree / NVQ5.
- ICF (International Coach Federation) Represents 60 Accredited Coach Specific Training Hours (ACSTH). The ICF requires 60 Coach Specific Training Hours when applying through the ACSTH path for individual coach accreditation for ACC (Associate Certified Coach).
From the Participants

What transformation comes about when you study one of our diploma courses?
Let our alumni tell you for themselves.

Claire Singers – Practitioner Diploma in Executive Coaching programme graduate

Claire Singers is an executive coach who specialises in working with directors, rising stars, senior women and maternity and paternity clients: with the aim of enhancing performance at work.

What is your career background and what led you to sign up for the AoEC’s Practitioner Diploma course?
I was a publicist running my co-owned PR agency, specialising in the music and entertainment industries. After 30 years of working as a PR and with a ‘big’ birthday approaching (a time for reflection) I decided I wanted to create a portfolio career, and a major part of this was training to become an executive coach and building a successful coaching business. The AoEC diploma course was recommended to me by a friend, who was a coach.

What were the challenges you faced when studying for the diploma and how did it help you to develop your professional skills?
Learning a new skill and wanting to master it, and sometimes having feelings of self-doubt, did present some challenging moments. But the overriding feeling was loving the challenge of learning something new and feeling passionate about it. I also realised that everyone on the course was probably experiencing the same combination of enjoyment, inspiration, bafflement and a bit of trepidation. It’s amusing now to read in my coaching journal the worry about asking ‘good coaching questions’. I’m very thankful to have found the AoEC course because it delivered exactly what I needed to begin my new career as an executive coach, and crucially gave me the confidence to believe that I could be successful.

What advice would you give to those who are thinking about training to become a professional coach?
To talk to people who are coaches and ask them lots of questions, open-ended of course! And to choose a course that is highly experiential, this is one of the big strengths of the AoEC course…. you get coaching from day one!

How have you gone on to develop your career as an executive coach?
Networking and bringing in new business were a key part of my job at the PR agency and this resulted in me having a wide network of contacts at senior level, across several industry sectors. Fortunately, most of my contacts were interested to meet and hear about executive coaching, most said “I could do with one of those”. It did take a few months for all those meetings to translate into paying clients, but then it seemed to gain a momentum which has continued ever since.

What results are you achieving by using executive coaching?
The feedback I receive is very positive and that the coachee and client speak of the value they have derived from it. A common observation is that coaching has helped with big picture thinking, to get out of the weeds and step back. Another is developing empathy for colleagues and actively listening to different points of view.
Advanced Practitioner Diploma in Executive Coaching

Programme Overview
A challenging and transformative programme that will take you from experienced to exceptional.

What the programme offers
Transforming experienced coaches into exceptional ones, the Advanced Practitioner Diploma is designed to give you the theory, practice, learning materials and long-term support network needed to further your abilities as a first-class coach with a business focus.

The diploma is devised to enhance your practical skills, knowledge and confidence to allow you to expertly coach leaders and senior executives within an organisational context. You will gain a strong working knowledge of psychological theory and practices which contribute to our understanding of how human beings interact – the underpinnings of coaching practice. You will also identify the type of clients you work best with, ensure you get the results you contract for and focus your coaching practice in a results-orientated style.

Programme content
This programme requires 14 days over 13 months and consists of several key elements. The diploma is structured around an orientation day to meet peers and faculty, four three-day modules approximately eight weeks apart to maintain momentum, continuity and integration, an assessment day and four individual tutorials to attend to academic, professional or development needs.

Delivered in a vibrant and safe learning environment you will explore what makes advanced coaching advanced, several psychological schools of thought and the systemic context of executive coaching. Working in client-coach-observer practice groups, participants will receive robust feedback in order to drive consistent improvement. Each participant will also act as a client to enhance coaching practice and address real business and development issues. The course will focus on us a system and the interactions which take place within it and attendees will also be provided with group supervision.

The programme is for:
• Experienced coaches working with senior clients

Accreditation
EMCC Qualification
Senior Practitioner Level. Equivalent to Postgraduate Certificate.

ICF Qualification
ACTP (Accredited Coach Training Programme) 131 Coach Specific Training Hours (CSTH) towards the minimum 125 CSTH for PCC Level (Professional Certified Coach).
What led you to sign up for the AoEC’s Advanced Practitioner Diploma course?
I was challenged by my personal coach to consider how I could grow my professional confidence, and we discussed joining a programme alongside other coaches to stretch myself and to act as a benchmark for my skills in the sector. I thought the AoEC Advanced Practitioner programme offered a real opportunity for experienced coaches to grow and share learning with peers. After speaking with the faculty at the Open Day, I was motivated by the level of input that we would receive from the tutors and the opportunity to work towards accreditation with the ICF.

What were the challenges you faced when studying for the Advanced Diploma and how did it help develop your professional skills?
I found it challenging to develop my unique coaching presence and work out how to most effectively partner with clients. I was grappling with moving from a supportive coach posture to a more challenging position, and through the diploma, I was able to shift my style to better serve my clients as I discovered new spaces within myself.

What advice would you give to those who are considering studying the Advanced Diploma course themselves and becoming a professional coach?
It’s a brilliant programme, taught at a really high level alongside excellent practitioners in different fields. If you are looking for a course that uses your experience but stretches you beyond that, this could be a great opportunity for you to grow. I really enjoyed being part of a learning community; I am still in contact with many of my peers from the course, and we continue to encourage and support one another in our professional development.

How have you gone on to develop your career and become the country’s youngest master certified coach?
Once completing the diploma, I was motivated to develop further so I asked Duncan Coppock to mentor me towards the ICF Master Coach accreditation. The support and challenge that Duncan provided was key to my next level of growth. I am very grateful for the ways that he honed my skills so that I could achieve my MCC qualification.

I now oversee a team of 30 coaches working across London and Brighton, training and developing them to deliver high quality coaching support to young people and I also lead on design and delivery for our Resurgo Consulting programmes with corporates, including our flagship Coaching for Leadership programme.

What results are you achieving by using coaching?
On the Spear Programme, we equip young people to enter and sustain employment. We have worked with 5,000 young people since we started 15 years ago, and we are proud to say that over 75% of Spear completers are in work a year after the programme.

Iona Ledwidge – Advanced Practitioner Diploma programme graduate
Iona Ledwidge, executive director of Spear, is the youngest ICF-accredited Master Coach in the UK and one of only ten in the world under the age of 40.
The inside track on Systemic Team Coaching

Q&A with Neil Atkinson, Director of Systemic Team Coaching

What is systemic team coaching and how does it differ from traditional development work such as team building away-days and one-off workshops?
Systemic Team Coaching (STC) is much more rigorous and can have much greater impact than traditional team development days – which often focus only on the team’s internal relationships. An STC programme usually lasts several months and focuses as much on the ‘systems’, stakeholders and relationships outside the team. The team has more time to work with their coach and to be supported through the change process. That also means the learning can be much more deeply embedded and sustainable.

What are the kind of challenges or issues that systemic team coaching can help clients with?
As with one-to-one executive coaching, team coaching can be a great way to support teams in reflecting on their current situation, learning more about their issues, goals and opportunities, and identifying how to realise their full potential. Team coaching assignments can grow out of one-to-one coaching, when a leader asks their coach how their team could also benefit from coaching. Other starting points can include newly formed teams, teams responding to change, teams that have recently merged or gained a new leader, improving cross-cultural working and much more.

What’s driving the growing interest in systemic team coaching?
Today’s operating environment is far more complex and fast-changing than ever before. Organisations are realising that they can only achieve the changes they need through high-performing teams working brilliantly together – identifying their challenges and swiftly adapting. This is driving a shift to development programmes for whole – or ‘in-tact’ – teams, rather than just leadership development for the team’s leader alone.

I already coach individuals and am considering adding team coaching to my practice. How can I measure the value team coaching will offer my clients?
Like with one-to-one coaching, measurement of team coaching usually revolves around the team themselves reviewing outcomes against the goals they set at the start of the assignment. This can include their own self-assessment and feedback from their sponsor and colleagues. If a team 360 is completed at the start of the project, it can be repeated after to gather comparative data. Agreeing measurement criteria at the start of the project is a good practice.

Are the AoEC’s systemic team coaching courses accredited and what will I gain from taking part?
Our programmes are accredited with the International Coach Federation (ICF); the 3-day STC Certificate carries 19 CCEs (Continuing Coach Education) while the Diploma includes 121 ACSTH (Approved Coach Specific Training Hours).
The certificate introduces you to the key concepts in Systemic Team Coaching including how to work creatively with a team and assist them in looking at their challenges through various lenses. The diploma takes the learning much deeper as you work with your own client over a year and are part of a learning community who discuss, experiment and share their experiences together.
Systemic Team Coaching Certificate

Programme Overview

This programme is for coaches, team leaders and organisational consultants seeking to develop their skills in team coaching.

What the programme offers
This certificate programme provides a thorough introduction to the core concepts in Systemic Team Coaching (STC) and is suitable for experienced coaches and organisational development (OD) consultants who already have some team coaching or facilitation experience. Through this programme you’ll be able to integrate the thinking and some of the practice into your coaching, consulting or team leadership.

Unlike one-off workshops and team building exercises, team coaching enables teams to identify and resolve their challenges over a programme lasting several months, resulting in deeper learning and more sustainable change. It usually involves coaching the team together as well as one-to-one coaching for individuals.

Through our ‘systemic’ approach, team members also focus on the various systems in which they operate. Most team coaching focuses exclusively on the team’s internal ways of working and relationships; STC looks more broadly at the influences outside the team, not just within it.

Programme content
The certificate is run over three consecutive days and gives a foundation-level understanding of STC theory and practice. Participants will gain knowledge of the STC process for structuring a team coaching project as well the Hawkins’ Five Disciplines model and its application to team coaching. The certificate also acts as Module one of the Systemic Team Coaching Diploma programme.

Participants will experience live experiments that explore the nature of the team and group functioning and interpersonal dynamics. They will also explore the concept of ‘Self as Instrument’ in the STC role – the coach’s use of their physical senses and intuition. Those completing the programme will be accredited to use the Team Connect 360 diagnostic and gain experience of interpreting a TC360 report.

The programme is for:
- Experienced coaches
- OD consultants
- Business/team leaders

Accreditation
The STC Certificate is accredited with the International Coach Federation (ICF) for 19 CCEs (Continuing Coach Education).
Systemic Team Coaching Diploma

Programme Overview

This ICF-accredited diploma enables experienced coaches, organisational development (OD) consultants and team leaders to become among the most highly qualified team coaches in the field today.

What the programme offers
The Systemic Team Coaching Diploma is one of the longest-running team coaching programmes available and is designed to build on your experience of creating, developing or leading teams.

Participants who have completed the standalone Systemic Team Coaching Certificate can go on to do the Systemic Team Coaching Diploma programme. As part of an international cohort meeting in London for five modules throughout the year with expert faculty, participants will be part of a knowledgeable, supportive and experienced learning community.

The programme aims to deepen your practice by supporting you in applying your learning to a live client assignment. It offers the expertise of our highly experienced coaching faculty and support of an experienced, international learning community.

Programme content
The international diploma runs every year in London and in other locations around the world. It offers participants a thorough understanding of the theoretical foundations and practice of Systemic Team Coaching. Participants are exposed to a range of team coaching approaches, tools and techniques and will have the opportunity to put their learning into practice in a real client case study.

The course’s faculty have combined their experience of organisational consulting, executive coaching, group dynamics and team development to provide an experiential programme. Delivered over five modules throughout the year, the diploma also involves applying your learning to a live client assignment, with supervision provided by the faculty. Participants will also be accredited to use the AoEC’s Team Connect 360 diagnostic and obtain experience of interpreting a TC360 report.

The programme is for:
• Experienced coaches
• OD consultants
• Business/team leaders

Accreditation
The diploma is accredited with the International Coach Federation (ICF) for 121 ACSTH (Approved Coach Specific Training Hours) which can be used towards PCC accreditation with the ICF.
What led you to sign up with the AoEC?
The AoEC was recommended by a friend who had completed the Practitioner Diploma in executive coaching. I decided to try the Systemic Team Coaching Certificate as a taster, expecting – with no previous executive coach training – that I’d be out of my depth. Instead I found that my OD and business experience were relevant. In fact, Systemic Team Coaching provided a way to join the dots between helping individuals and leaders improve performance and driving change across an organisation – a link I’d long been trying to find. I went on to do the diploma and as an OD practitioner, it’s been a logical build on my skills. It deepens your group process and facilitation competencies and widens your diagnostic skills.

What was your experience of doing the Systemic Team Coaching Diploma?
It was a proper adult learning experience. What do I mean by that? The structure and content is there of course. But the real value comes through how you choose to participate and connect with the experience: the more you put in, the more you get out.

Our practice group was really committed to one another from the outset, worked to understand our individual goals, wants and needs - and to challenge one another to work hard and “play one another big” (“play big” was our shorthand for encouraging each other to stretch to help us realise our potential, in the belief that we can each be bigger than we currently are).

What were the most valuable learning contexts that you benefited from?
There were six. Faculty support provided provocation and food for thought with different faculty members providing different input. The cohort experience and group dynamics provided rich data for exploration, both in self-reflection and as part of practice group conversations. The practice group – we seriously committed to one another and we are still connected and re-contracting for the future. The course’s reading list opens your eyes to things you might not immediately see yourself. The programme’s module content was valuable as was the differentiated approach where time spent on my own integrating, consolidating and shaping my personal approach was the deepest and most challenging of all - and the most rewarding. When you finally reach that clear articulation of how you do team coaching, it’s a great feeling.

How has the diploma contributed to your business?
I now have more confidence talking to clients about the value and impact of team coaching and how it can relate to their business dynamics and goals. It’s also strengthened my ability to work with teams on group dynamics and collaborative performance. Team coaching is now about a third of our work at Gooding & Wood and we hope to see this grow to half. Through the programme I’ve increased my ability to have grounded meaningful and sustainable impact within and for the system/organisation for which I’m working.
Workshops

Executive Coaching and Health: Coaching Skills for Wellness, Recovery and Performance

Providing coaching skills for wellness, recovery and performance, this online programme focuses on a client’s health and wellbeing challenges that impact on their optimal functioning, performance and leadership.

This programme equips you with essential skills to enhance your coaching and integrate health into your executive coaching role to enable you to take a holistic view.

The course is structured around an online theory module and comprises four core components and one specialised module. The content is delivered in a blended format including watching videos, listening to audio recordings, reading, completing assignments and multiple-choice questions and facilitated live teleclasses.

This module is expected to take 10 weeks to complete based on an average of six hours engagement a week.

The Resilience Accreditation Programme

A resilience capability is the bedrock of good coaching practice and assists clients in improving business performance and engagement as well as dealing with risks and organisational challenges.

This focused programme is for experienced coaches and internal organisation development (OD) practitioners to become accredited in the use of The Resilience Engine® models.

The course equips internal organisational development consultants and coaches with the skills and knowledge required to support organisations in the development of resilience. The programme provides an in depth understanding of The Resilience Dynamic® and the Resilience Engine®, a transformational model for understanding, creating and developing sustained personal resilience.
Mindfulness for Coaches

In the workplace, stress is overtaking musculoskeletal problems as the biggest cause of absenteeism and many organisations, teams and individuals are struggling to cope. Mindfulness has become a valued tool in helping overcome conditions including anxiety and stress and mindfulness-based therapies have become widespread and are now the preferred treatment for recurrent depression.

This programme sets out to explore stress management, resilience and the work/life balance through a mindful compassionate lens. Participants will experience a range of practices which have been designed to develop mindfulness and self-compassion in the coach and client.

Attendees will practice working with a Mindful Compassionate Coaching (MCC) approach, using models developed by the facilitator. They will also look at potential obstacles to introducing mindfulness and compassion, and ways to introduce these explicitly and appropriately.

Gestalt Coaching Skills Workshop

A Gestalt framework offers a way of being, of developing presence so that the coach acts as a powerful role model in his/her work. It focuses on how beliefs, values and attitude affect people’s relationships, how they respond to change and therefore the impact on business targets.

It promotes clarity and discovery where more rational approaches no longer offer the solution.

Those on the course will better understand how to work in the present and experience the importance of the coaching relationship as a vehicle for change. Participants will be able to work with the current experience of the client, i.e. phenomenologically and work with resistance in the change process.
Transactional Analysis Workshop

Transactional Analysis is considered an approach which is easily accessible yet highly applicable to coaches for understanding individuals, communication, relationships with others and with their organisational and private contexts.

The course offers a picture of how people are structured psychologically as well as looking at models of communication and the theory of child and adult development. Participants will gain the tools for understanding organisations and cultures and develop ways of working which emphasise co-creativity and relational impact.

Neuroscience and Coaching Skills Workshop

Neuroscience teaches us about the brain mechanisms that influence the mind, the driving force behind every thought, memory, emotion and behaviour that people have, and as coaches we need to learn to work with both.

A reduction in manpower, increased workload, tight deadlines, too much pressure and responsibility, coupled with a lack of managerial support are often cited as the main causes of work-related stress.

It is therefore unsurprising that the topic of stress and anxiety is becoming a common denominator in coaching conversation, with many coachee’s narratives corroborating the statistical evidence.

The course is designed to help facilitate lasting positive and measurable change and behaviour.

Challenging Coaching Masterclass

Learn how to adopt a more challenging stance that can provoke greater performance and unlock deeper potential in business leaders and their teams.

Challenging Coaching is an essential wake-up call that shows the time has passed for traditional coaching methods. The masterclass deals with the principles which underpin the model, and the FACTS (Feedback, Accountability, Courageous Goals, Tension, Systems Thinking) elements themselves.

Those attending the masterclass will have the chance to delve into the principles of Challenging Coaching and learn experientially about the FACTS CoachingTM model from one of its originators. Participants will consider the wider implications and applications of FACTS Coaching and take away an approach which can be integrated with an existing coaching practice and used on an on-going basis to increase the coach’s presence and impact.
Taking the next step

Our regular free open events are a powerful way to find out whether coaching is right for you. You can get personalised advice from a faculty member and meet some of our graduates and hear their own experiences of studying with the AoEC.

Free coach training open events in London
Finding the right provider for your training can feel like a challenge.

We understand that the perfect coaching programme for you will be the one that best suits your learning objectives. To help with your decision, we invite you to meet us and discover the coaching courses we have to offer at one of our regular free open events.

These are held through the year in London and are a great way to find out more about coaching and to gain some coaching skills or discover how to become a qualified coach.

We also run regular events as part of our calendar which focus specifically on some of our flagship diploma programmes. These give you the chance to learn more detail about our Advanced Practitioner Diploma or Systemic Team Coaching Programmes as well as speak with our alumni and faculty.

Open Event Agenda
Morning: Experience the power and impact of coaching
This is an interactive and practical session exploring coaching skills in a friendly environment.

Practise some coaching skills by rotating through the roles of coach, coachee and observer. Come ready to share a current, preferably work-related topic that you can work with in groups of three. You will gain greater insight into the power of coaching by experiencing it first-hand.

Afternoon: How to become a qualified coach
This event will give you all the information you need to become a qualified and accredited executive coach. During the afternoon, you will gain an understanding of:
- The steps required to become an accredited, practising coach
- The challenges and benefits the training will provide, both personally and professionally
- Insights into learning with the AoEC

Open Event Webinars
Can’t make a whole day? Don’t worry! We offer regular webinars which give a taster session to learn a little more about what coaching is and what programmes are available with the AoEC.

Check out our website for details of when the next webinar will be held - https://resources.aoec.com/.
“I am seriously considering becoming an executive coach and establishing my own business. The AoEC Open Event helped me to leap confidently off the cliff and commit to doing it successfully.”

AoEC Open Event participant

Apply today

1. **Attend an Open Event** – come along to a free open day or join one of our webinars

2. **Check our website** for the very latest course dates and prices

3. **Reserve your provisional place** – Speak to our programme managers who can help you choose the course that’s right for you

4. Register online and complete your application
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