

Systemic Team Coaching Diploma

An EMCC and ICF–accredited programme producing some of the most highly qualified and effective team coaches in the field today

Moira Nangle, Maxine Gooding,
Neil Atkinson and Professor Peter Hawkins



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Welcome

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

Since its inception, the Academy of Executive Coaching (AoEC) has been committed to maintaining the highest professional standards and has become one of the world's leading coach training companies, with programmes accredited by the three top professional bodies: the International Coaching Federation (ICF), European Mentoring and Coaching Council (EMCC) and the Association for Coaching (AC). We can therefore offer you professional credentials that are recognised internationally and the confidence that your training meets rigorous standards.

Working in partnership with Professor Peter Hawkins of Renewal Associates, we have drawn on organisational development (OD), coaching and team development theory to create the Systemic Team Coaching Diploma. It provides the theory, tools, information, support and learning experiences to help you build and develop your skills as a systemic team coach.

For information on all AoEC programmes contact:
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Systemic Team Coaching®

Now, more than ever, organisations are aiming to encourage the best performance from their teams – and enable them to respond effectively to unprecedented change and uncertainty. Systemic Team Coaching provides a richer, more sustainable learning experience than other forms of team or group development. For people with strong coaching skills and an understanding of team development, it also presents an opportunity to expand their practice from working with individuals to enabling teams to function at their highest possible level.

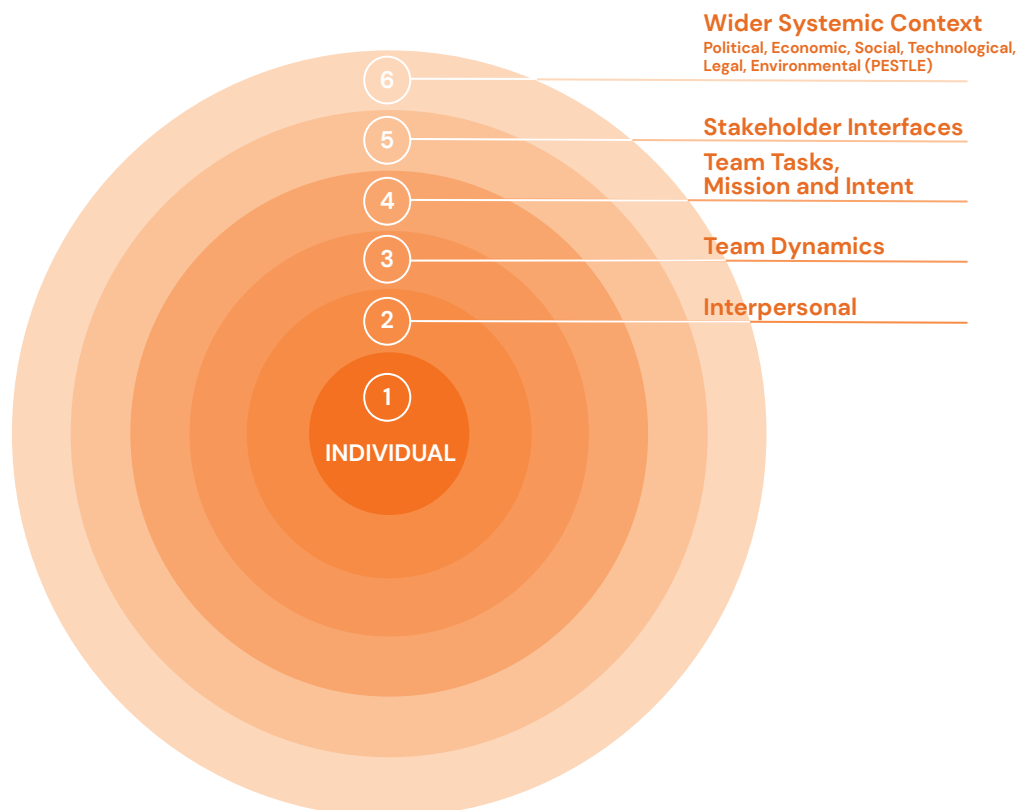
Systemic Team Coaching:

- is a powerful intervention for creating high-performing teams – including leadership, board and management teams
- lasts several months and is more rigorous than traditional team-building events
- creates alignment on the team's purpose and collective leadership
- enables effective engagement with stakeholders
- focuses the team on the value it can add
- improves team dynamics and ways of working
- enhances how the team learns and develops

The six levels of Systemic Team Coaching

Through our 'systemic' approach, we also facilitate the team in considering the various systems in which they operate. Most team coaching focuses exclusively on the team's internal ways of working and relationships; Systemic Team Coaching looks more broadly at the influences and connections outside the team, not just within it.

These wider systems include the team's direct reports and sub-teams, their internal stakeholders, customers, shareholders – and beyond to the political, environmental, economic, social/cultural and technical systems and which could or should influence them. Exploring these systems is a central theme in our team coach training programmes.



A rich, multi-dimensional learning experience

Our faculty have combined their experience of organisational consulting, executive coaching, group dynamics and psychotherapy, as well as many years at the senior levels of business, to provide an exciting, experiential programme.

Learning Outcomes

- the skills, experience and knowledge to be an AoEC qualified Systemic Team Coach
- a thorough understanding of the theory and practice of Systemic Team Coaching
- experience of applying the Hawkins' Five Disciplines model to a client team
- enhanced confidence, authority, presence and resilience when working with teams at all levels
- understanding of yourself in your role as team coach
- development of your own signature model of systemic team coaching and a supporting marketing statement
- be accredited to use the Team Connect 360 diagnostic and experience of interpreting a TC360 report

Learning Routes

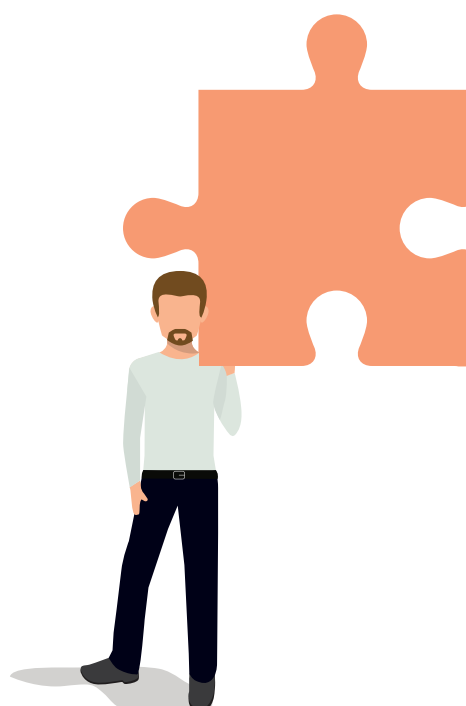
There are five primary learning routes in the programme:

1. didactic input and discussion on the practice of Systemic Team Coaching and the research and theory that underpins it
2. skills practice and supervision through:
 - team coaching with peers
 - working with the dynamics of a complex learning community
 - a team coaching case study with a client
 - use of the Team Connect 360 diagnostic tool
3. large group experience with observations and comments from the faculty team who openly discuss their process
4. personal development through being a participant in the programme, examining the process of being in it – while going through it – including the final assessment
5. individual tutorials and a final assessment viva

Learning contexts

During the programme, you will work with and in the following contexts:

1. the faculty team
2. whole learning group comprising all members of the programme facilitated by the faculty
3. your external client team:
 - between modules meeting with your organisational client team
 - during the modules examining your performance as a team coach
 - receiving supervision from faculty
4. practitioner teams of four-six, working together on their client teams and providing supervision to each other. This will be facilitated by a member of the faculty in support of the practitioner team's learning



Why train with the AoEC?

We are proud to be one of the world's leading providers of coach training. There are many reasons to choose the AoEC.

Here are just a few of them

Our Approach

- first and foremost, you are our primary focus. We believe in coaching you to be a coach, to be the best you can be. We believe that learning to be a truly great coach is a profound and personal journey where we support all the way
- we keep our faculty/participant ratio to no more than 12 participants to one experienced member of faculty and include faculty assistants who provide extra support
- our training is hands-on and experiential, which means "involving or based on experience and observation". Within a safe environment, participants practice their team coaching skills and benefit from observing others coach
- we help you to create your own coaching model. We don't just teach coaching methodologies and models, we work with you to identify and develop your own model, your own style, your own "signature presence"
- we deliver an experience by bringing together our knowledge of the business world and a deep understanding of how people function, grow and change

Our Training

The AoEC was set-up in 1999 by our founder, John Leary-Joyce who still runs training programmes with us all over the world and is just as enthusiastic about coaching today as he was when he created the company. His mantra that 'coaching can change the world' is embedded in our ethos.

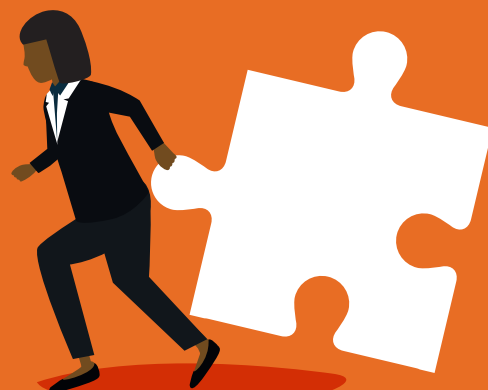
The limitation on group sizes and the immersive orientated nature of the courses allow for personal attention from our Faculty and plenty of opportunity to put learning into practice. We are very proud of the programmes we offer but don't expect it to be an easy ride – you will be challenged and we ask you to bring your whole self to the programme ensuring you are in a safe environment.

The AoEC has developed the Systemic Team Coaching Diploma programme in partnership with Professor Peter Hawkins, Chairman of Renewal Associates, Professor of Leadership at Henley Business school and the world-authority on Systemic Team Coaching. We train individuals, coach teams within organisations and are able to create bespoke programmes for our clients.

Your Accreditation

The Systemic Team Coaching Diploma programme now holds the EMCC European Quality Award which provides graduates with the evidence of competence that they need to apply for the EMCC Accreditation at Senior Practitioner level.

This programme has been accredited by the International Coaching Federation (ICF) and involves 121 hours of coach training that can be used towards PCC accreditation with the ICF.



Our Talented People

Our respected Faculty comprises highly-skilled team coaching practitioners who support our course attendees with unrivalled knowledge, expertise, industry links, passion and first-rate facilitation.

International

Over the last 13 years we have trained over 13,000 people from nearly 80 different countries. We are a well-established, global organisation and in collaboration with Professor Peter Hawkins, provide learning opportunities around the world, including in the United States, China, the Middle East and across Europe.

A Supportive, Dynamic Coaching Community

Once you have passed your Diploma you will join our Alumni and have member's access to our dedicated website area with useful reports, articles and resources. You will be also be invited to Alumni events, be eligible for discounts for related services and subscriptions and be part of the Alumni LinkedIn community.

By training with us, you will bond with other like-minded people, forge productive relationships with new business contacts and create friendships that you will treasure. We hold our hands up – this is not down to us! We are inspired by each and every person that trains with us and we are always thrilled when we see Alumni meeting up at events and greeting each other as if they have been friends for their whole lives.

Who is this qualification for?

Before starting the Diploma, you must have completed the Systemic Team Coaching Certificate – a three-day programme which doubles as Module One of the Diploma.

This programme is designed to build on your substantial knowledge and experience of creating, developing or leading teams.

In addition, you must be:

1. an experienced individual coach with at least three years' practice having completed either a training equivalent to ACC (ICF) or Practitioner Level (EMCC).

OR

2. an external or internal consultant or HR business partner with a five-year+ career in organisational development and extensive coaching experience. You will be expected to be able to present your theoretical framework for coaching individuals.

OR

3. an experienced senior team leader with coaching skills.

In all cases you will need to secure a client team, or be a leader of your own team, in order to complete a case study – which will be an important opportunity to experiment and practice your developing Systemic Team Coaching skills.



Programme format

14 days over a 14 – 18 month period*

To create a vibrant learning community that parallels many of the dynamics of an organisational system, we have developed a structure that involves:

- a solid grounding in Systemic Team Coaching plus experience of the whole process in Module 1
- a further three modules; 3 x 3 days (Module 2, 3 and 4), approximately 12 weeks apart to maintain momentum, continuity and integration of learning into client practice
- a client case study which you will carry out for several months to practice and experiment. You will need to source your own client which could be a paid-for assignment or pro bono
- three individual tutorials to address theoretical, practitioner or personal development needs
- two-day (Module 5) 'preparation-for-assessment' event involving sharing your own model of Systemic Team Coaching and your client team case study
- a free Team Connect 360 to support you with your case study
- submission of written papers on personal model, marketing statement and case study
- submission of 3 x 50min recordings of individual coaching sessions (for those seeking ICF ACSTH)

You will also need to attend four to six supervision sessions with an experienced team coaching supervisor as a part of your work with your client. The typical cost for this is £250 per session, usually payable by your client and agreed in your contracting with them. We are able to provide this supervision through our faculty.

Group Size

Maximum 24 participants.

*including the Foundation/Certificate and assessment process.



Overview of modules and learning outcomes

Module 1 - 3 days Theoretical Foundations

This first module covers the theoretical basics of Systemic Team Coaching and doubles up as the Systemic Team Coaching Certificate programme. It focuses on what Systemic Team Coaching is and how it differs from other forms of team development and looks at the continuum of individual and team coaching practice in relation to high-performing teams. It also highlights the Hawkins' 5 Disciplines model, boundary management and touches on the team coaching process of scoping, inquiry, developing agenda, engage and review.

By the end of the module you will have:

- laid the foundations for personal learning and core learning as a community
- an understanding of the key principles and theories in Systemic Team Coaching
- participated in experiential exercises to illustrate theory
- been introduced to the Hawkins' 5 Disciplines model: commissioning; clarifying purpose, goals and actions; co-creating as a team; connecting with stakeholders and core learning
- experienced a business simulation as role player, practice coach and observer of the process
- engaged with a team coaching client
- learned to use the Team Connect 360 feedback tool

Virtual Introduction to the Diploma (90 minutes)

Following Module 1 the next step is a short virtual introduction to the Diploma and meeting with a member of faculty. You are also asked to engage a team with whom to work throughout the programme in order to fulfil the case study component which could be a paid-for assignment or pro bono.

Module 2 - 3 days Commissioning and Clarifying

– The role and purpose of the team in context and building the learning team

Module 2 addresses becoming connected as a community and provides an overview of expectations and outcomes for the programme. It explores the systemic patterns and helping the team to see itself through inquiry data using Team Connect 360.

It includes an in-depth exploration of the scoping, contracting, inquiry, discovery and application to live organisational clients and also examines the team in its context – addressing the complexity of the relationship with commissioning stakeholders.

By the end of the module you will have:

- practiced the commissioning and clarifying disciplines in role play client team scenarios
- clarified the role of the learning community and building foundations for learning in a complex system
- worked in practitioner teams to review and receive supervision on your coaching work in your client case study
- developed your personal authority, presence and impact as a team coach

Module 3 - 3 days
Working with the Dynamics of the Team
– Clarifying discipline

We will look at working with team process and expanding ways of facilitating through self, interpersonal and systemic awareness. It attends to seeing the team as a system and coaching live with the team covering types of time-out interventions. We will also look at the application of the co-creating data from the Team Connect 360 and team profiling tools.

By the end of the module you will have:

- explored and worked with live group dynamics in the learning community
- built personal agility, resilience and resourcefulness as a team coach
- completed experiential exercises to ground the theory
- reviewed and discussed a live external client organisation situation in the practitioner team
- looked at ethics and professional boundaries

Module 4 - 3 days
Connecting
– The organisational system at work

This module looks at role, power and influence through stakeholder mapping, systemic context and culture. We will focus on the application of work on the power of systems drawing on the work of Barry Oshry. We will look at stakeholder engagement and how to bring their data, voice and relationship into the room. It will also consider how to coach different types of teams especially virtual teams and what this means for the role and activities of the coach.

By the end of the module you will have:

- explored the systemic context and power dynamics using Barry Oshry's framework and methodology
- applied the Connecting data from Team Connect 360
- examined the large group community process as a learning organisation
- reviewed the learning within the large community and practitioner teams
- reviewed external client team work
- celebrated successes and learnings

Module 5 - 2 days
Harvesting the Learning

The final module involves sharing our learning journeys to date by presenting your individual team coaching model and client case study in small groups of peers and faculty.

By the end of the module you will have:

- presented your personal team coaching model to faculty and colleagues
- outlined the team client journey in preparation for the case study submission

Assessment viva by core faculty
Within 3 months of Module 5

You will produce:

- a paper that summarises the research and theoretical underpinnings of your own model of systemic team coaching, and how you have grown your practice through application
- a case study on your client organisational team

You will also have a 90-minute viva (academic conversation) with a faculty member to discuss your team coaching model and client team case study.

Faculty Team



Moira Nangle

Organisational Development Consultant and Team Coach

Moira has designed, delivered and evaluated OD interventions from board to shop-floor level ranging from business strategy to organisation design, new product development, talent management, culture change, and customer service. During the last few years she has worked with senior teams in a coaching or consulting capacity across Europe and in Hong Kong, Malaysia and the Middle East to develop the internal capability and capacity to lead and manage change.

Maxine Gooding

Systemic Team Coach, Executive Coach and Facilitator

Maxine Gooding is a team coach, facilitator and organisational dynamics consultant. She has over 25 years' experience in business leading teams, developing strategy, managing global change initiatives and improving customer experience. She knows first-hand the complexity of working in fast moving large-scale organisations. A graduate of the Systemic Team Coaching Diploma and OD practitioner, Maxine focuses on liberating the human element of business through leadership, teamwork and organisational performance.



Neil Atkinson

Systemic Team Coach and Executive Coach

Neil worked in the business world as a communications, marketing and digital expert for three decades before moving into coaching and consultancy. An accredited and qualified AoEC Advanced Coach, he is passionate about supporting people to achieve both business results and personal satisfaction, and helping teams identify the unique value they bring to their organisations. Neil has studied positive psychology and mindfulness/meditation and created training programmes in wellbeing and resilience. He brings these interests to his practice as well as his personal life.

Professor Peter Hawkins

Honorary President, AoEC

Peter Hawkins is Honorary President of the Academy of Executive Coaching (AoEC). For the last 30 years he has been helping organisations in many parts of the world connect their strategic change, their organisational culture and their leadership development. He has written extensively about leadership, leadership teams, coaching and supervision. Currently his major concern is the growing gap between the increasing and changing challenges for individual and collective leadership and how leadership development is failing to evolve at the same speed.



Core faculty are supported by an assistant or assistants, depending on the number of delegates, who are usually drawn from the alumni of previous programmes.

Team Connect 360

Participants will also be accredited to use the AoEC's Team Connect 360 diagnostic.



Our unique 360 feedback tool quickly and efficiently generates insights into how a team is perceived, both by its stakeholders and by members of the team itself.

Only participants of the Systemic Team Coaching® Certificate are accredited to use this powerful online team 360 tool, and Diploma participants have the option of using this at the inquiry stage of their team coaching case study.

The results of Team Connect 360 are automatically collated into a clear and easily understood report, enabling a team and their coach to identify topics on which they can focus in a team coaching programme.

Once stakeholders have been identified by the team and its leader, their feedback is gathered online (the site can be accessed through a PC, tablet or smartphone). The questions and report are designed around Peter Hawkins' Five Disciplines model and covers:

- **Stakeholder Expectations** – what the team is required to deliver
- **Team Tasks** – what the team does to meet those expectations
- **Team Relationships** – the interpersonal and group dynamics
- **Stakeholder Relationships** – how the team connects with those it serves
- **Learning** – how the team develops to meet future challenges
- **Productivity** – the team's capacity to deliver

"Data is offered in a concise, tangible format. We found the report was user-friendly and could be read and understood with minimal guidance from the coach."

Benefits to team coaches & their clients

- speed and efficiency – conducting interviews and analysing data usually requires several days' work but TC360 does it for you
- easier than arranging interviews – this online tool resolves issues of geography and time difference
- a very clear and user-friendly report
- No need to prepare a slide deck as all the information is clearly shown in the report
- objective data removes the issue of coach bias from interviews
- seeking stakeholder involvement sets the tone for the systemic nature of your interventions

"It's much quicker for our respondents – the questionnaire took around 15 minutes to complete. There is no need to find time in the diary for the usual interview."

How is the data gathered?

Respondents can be invited to complete a short on-line questionnaire that addresses six areas of team performance.

For Stakeholders, there are just three questions in each of the six areas – simply requiring a numeric score. There is also an invitation to include comments.

For Team Members, there are two more questions in each area addressing what is happening inside the team that only they will know about.

When can I start?

Module Dates

Module 1 Systemic Team Coaching Certificate – 3 days

You will need to attend one of the Module 1 dates (Systemic Team Coaching Certificate) in advance of the Diploma.

The Systemic Team Coaching Certificate programmes (Module 1) are run most months throughout the year and from time to time overseas.

Please refer to our website for details of our current available courses, www.aoec.com.

Virtual Introduction – available on demand

Module 2	3 days	21, 22, & 23 February 2023
Module 3	3 days	23, 24 & 25 May 2023
Module 4	3 days	19, 20 & 21 September 2023
Module 5	2 days	23 & 24 January 2024

Pricing

Systemic Team Coaching Diploma £9,795 + VAT or £8,795 + VAT for early-bird applications.

For those applicants that have already undertaken the Systemic Team Coaching Certificate (Module 1)
Systemic Team Coaching Diploma - £7,995 + VAT and £6,995 + VAT for early-bird applicants.

Places are offered with the requirement to pay a non-refundable deposit £1,000.

You will also need to attend a minimum of four to six supervision sessions with an experienced team coaching supervisor as a part of your work with your client. The typical cost for this is £250 per session, usually payable by your client (and agreed in your contracting with them). We are able to provide this supervision through our faculty.

For more information please contact:

Mike Smith - Programme Manager
Tel: +44 (0)20 7127 5125
Email: mike.smith@aoec.com
Visit: www.aoec.com

Diploma Venue

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Bonhill House,
1-3 Bonhill Street
London. EC2A 4BX

The AoEC has upgraded my approach

Annette Kledal is an ICF Professional Certified Coach (PCC) based in Denmark and a graduate of the Systemic Team Coaching® Diploma.



What were the most beneficial learning experiences on the diploma?

The length and depth of the programme helped me get a feeling of getting systemic team coaching 'under my skin'. This was also due to the client case work that I did during the programme. Putting frameworks, models and personal learnings into work immediately between the modules was really creating great learning. I would recommend anyone taking the programme to have a client case to work with during the programme.

Understanding things like 'how the system speaks through the individual and team' and what it means 'coaching the connection' (and not the individual) took some time for me to really grasp. Here supervision was of great help to raise awareness.

The supervision also turned out to create learning on another level. I was lucky to have my co-coach back home in Denmark. We did a supervision call together and that was eye opening to get to see and understand the parallel processes going on between our client system and our coach system. I think we know it is happening, but to experience it this way was truly eye opening.

And then of course all the models, tools and great people in the training was very beneficial.

How has your own coaching model evolved having studied the diploma programme?

I have been teaching coaching on my own ICF-accredited coach training in Denmark for many years. I have developed a coaching model that I know works if you want to create transformation in individuals and it has also proven useful in coaching teams. The diploma programme with the AoEC has upgraded my approach with teams, but also coaching individuals in organisations in a more systemic way.

One example I can mention is the preparation phase (CID) before you do your final contracting with the team. Doing the inquiry and diagnosis together with the team creates a lot of awareness and commitment early on in the process. I didn't quite do it this way before.

Involving stakeholders both physically during the team coaching process, but also by inviting team members to 'sit in the chair of an important stakeholder' and bring the voice into the coaching is something I do a lot. Before I often did it by asking circular questions, but now I also 'roleplay' it and it has a big impact.

I think to bottom-line how my model has changed is by always holding a space for the system, always bringing it in and always working to find a common purpose for people who need or want to collaborate – it being me and the client or the client and a stakeholder – or the team and the system. It works on all levels.

What advice would you give to future participants to ensure they really get the best from the learning experience?

Have a client team (case study) to work with during the programme. I found that to be essential. My second piece of advice would be to use your practitioner group as much as you can. It is of great support and a good way to learn more from other great coaches.

What was the benefit of working on a live case study?

Putting what we learned into case work and practice immediately. I integrate best through working with what I am learning on a concrete level. I need to do it to know I am learning. To me that is an essential part of the learning journey.

And then it was fun and challenging – experiencing what worked and what didn't and then reflecting on why and what could be done differently next time. The journaling was a great tool to help that. And having done it almost from the beginning really helped me when I had to do the case for the assessment.

Making Teams Work

An excerpt from an article written by Professor Peter Hawkins, John Leary-Joyce and Hilary Lines.

The western world is not short of external and internal individual coaches, nor of facilitators or trainers. What is desperately needed is systemic coaches who can combine a mastery in coaching and partnering skills with the development to work at depth combining attention to the individual, team, inter-team, organisation and wider systemic levels. To train such systemic team coaches is not just about them learning the models mentioned above; not just about learning the tools for each of the five disciplines and when and how to apply them; not just about shifting one's focus from individuals to the team as a collective entity; but most importantly developing the ability and capacity to both think and be systemic.

To make this shift we engage our programme participants in a development journey of three core interrelated parts:

1. the **'what'** of systemic team coaching: This involves developing a new set of lenses through which to see a team and its challenges in a systemic way; and developing clarity about the role of the coach as a facilitator of change within this system.
2. the **'how'** of systemic team coaching: Here the coach develops a broad repertoire of tools to help the team develop excellence in the Five Disciplines. The focus is on building expertise and versatility so that the coach has a range of approaches on which to draw to suit different situations and cultures.
3. the **'who'** of systemic team coaching: In some ways the most demanding of the three, this requires the coach constantly to develop and hone their personal ability to tune into systemic pattern and to use this ability to best help the team. This is also about building resilience: the greatest value that a systemic team coach can bring often lies in mirroring and challenging existing patterns of behaviour. This requires the ability to create the space where tension can be addressed constructively in order to create leadership value.

Our three-day Certificate programme invites participants to start this development process, providing a firm foundation in the core concepts and approaches and applying these with either a live team or our carefully constructed team simulation. It also forms the training and licence to deliver and debrief the Team Connect 360 diagnostic.

The one-year Diploma programme deepens and strengthens team coaching practice by accompanying students as they apply the approaches in an on-going relationship with a team client over the course of the year. The programme encourages constant learning through new input, experimentation, feedback, reflection and supervision of practice in live client cases and by working within an intense learning community, which provides learning and application in multi-level systemic thinking.

We have been greatly privileged to share these programmes with highly skilled and resourceful groups in many parts of the world, and there has not been one certificate programme or diploma module that has not taught us something new.



Testimonials

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This course not only transformed my approach to coaching teams, it helped transform my business by breaking into an area I had long wanted to involve myself in. ”

David Kesby, Organisational Coach and Author

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The Systemic Team Coaching Diploma has been one of the most valuable trainings I have had as coach and team coach – and working in parallel with our own client team during the program added tremendous value. ”

Annette Kledal, Partner and ICF Professional Certified Coach

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The programme is transformational; I am a different coach as a result. It's offered me an opportunity to develop my practice at all levels; when working with individuals, teams and organisations. It allowed me to bring together my life experience, previous training and development, as well as the learning during the programme, to create my signature approach. The faculty and participants were generous with their time and created a safe, but challenging, place to learn and grow as a systemic team coach practitioner. Highly recommended. ”

Rachael Hanley-Browne, Owner and Director, The Team Lab

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I have found the Systemic Team Coaching Diploma a fascinating and thoroughly worthwhile exploration of team coaching. I have learnt a lot and changed my perspective as a consequence of attending this programme. ”

Trevor Comyn, Director of Knowledge, Learning & Development, Mills & Reeve

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I had experience of facilitation and leading teams before doing the Systemic Team Coaching Diploma and wanted an approach with some real rigour behind it. The programme gives you a framework around which you can articulate team coaching, and which provides a lens to look at the work you do differently – it's also informed my work with my individual clients, not just teams.

I found the interaction with and learning from other participants a powerful learning experience, being exposed to their different thinking, models and approaches. I also benefited from how, under the faculty's guidance, we paid attention to the different systems we were in and how they interplay – as a learning group, in our smaller groups, with our clients and more.

The programme was a springboard that has led to my business developing many more team coaching programmes for our clients. ”

Sandra Henson, Master Certified Coach ICF, Ascentia Managing Director and Senior Executive Coach

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Systemic Team Coaching® is an ongoing partnership – not a series of events – and the AoEC Systemic Team Coaching® Diploma helps you learn how to partner a complex team during a coaching programme lasting 9 - 12 months. During that time, you set a process in place which leads to learning and coaching occurring with your client team even when you're not there with them. //

Professor Peter Hawkins

- AoEC Honorary President and Diploma faculty

For information on all AoEC programmes contact:

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www.aoec.com