

Systemic Team Coaching Diploma

An ICF-accredited Masters-level programme
producing some of the most highly qualified and
effective team coaches in the field today

Dr Hilary Lines, Professor Peter Hawkins and Moira Nangle



What is Systemic Team Coaching®?

A process of coaching the whole team together and apart over a designated period of time to:

- Collaborate and learn across **diversity**.
- Develop **collective leadership**.
- Align on **common purpose**.
- Achieve **performance** objectives.
- Effectively **engage** with their key **stakeholder** groups.
- Jointly **transform** the wider business.

Source: Professor Peter Hawkins/John Leary-Joyce/Dr Hilary Lines

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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
- ICF Professional Certified Coach

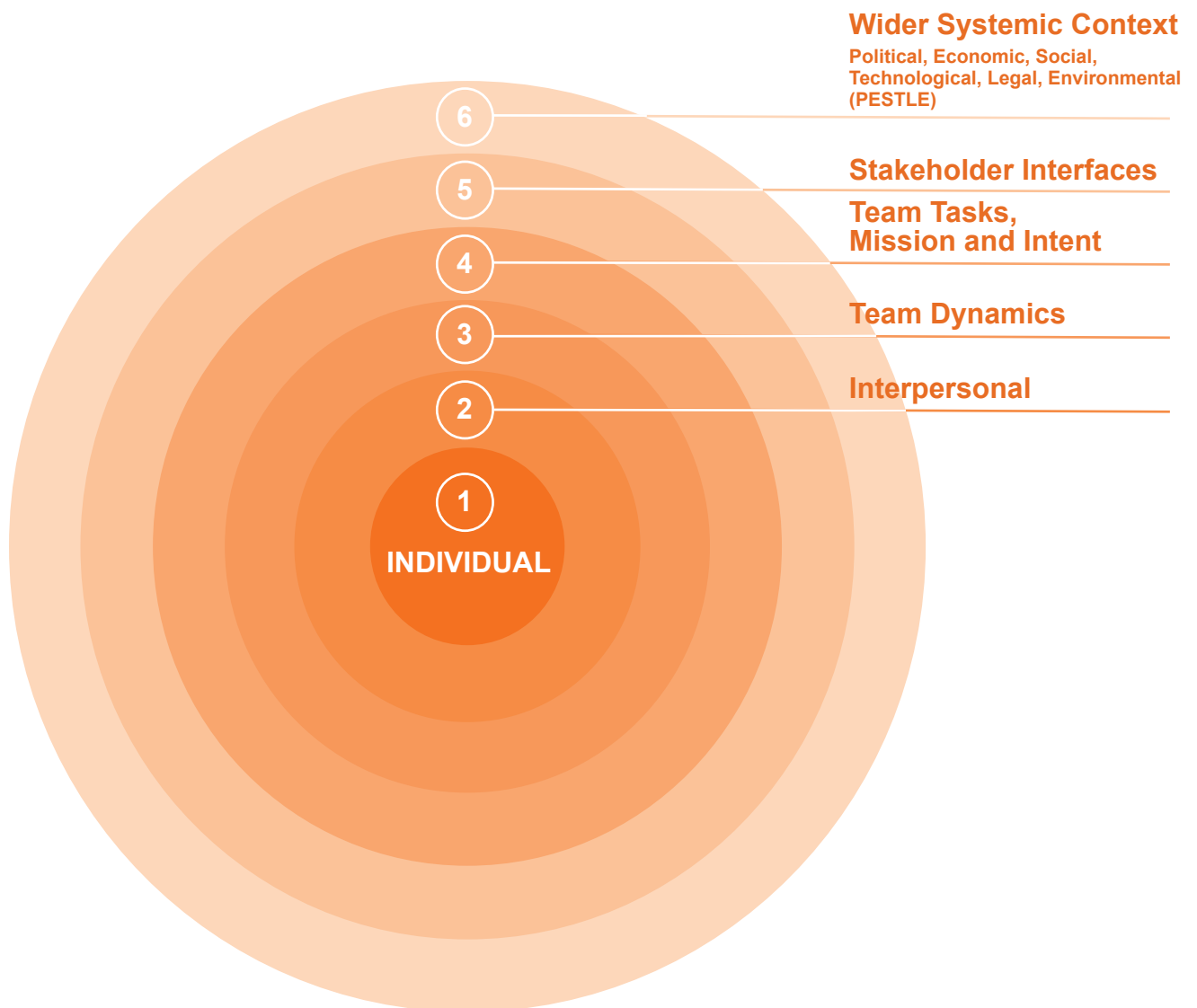
“ The programme is transformational; I am a different coach as a result. It's offered me an opportunity to develop my practice at all levels; when working with individuals, teams and organisations. It allowed me to bring together my life experience, previous training and development, as well as the learning 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
- Head of Leadership Consulting
Director Global Board Services
Harvey Nash

The Six Levels of Systemic Team Coaching®

Our model has a rigorous systemic approach that focuses on six levels

Teams are able to harness and expand their power in their organisational system by ensuring that all these systems function effectively and in relation to each other.



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 transformation 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.

Our Systemic Team Coaching® (STC) Diploma programme is for experienced coaches and consultants with coaching skills who want to develop and expand their team coaching competence and practice. The ICF-Accredited programme is Level 7, UK university Master's degree level, and can be used as credits towards a MA or MSc.

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 where you will:

- Gain a clear understanding of the theory and methodology of Systemic Team Coaching®.
- Create your own model of Systemic Team Coaching based on our Systemic Team Coaching® approach, and also your own marketing statement.
- Develop the skills to practice as an excellent Systemic Team Coach.
- Gain deep personal understanding of yourself in your roles as a team member and coach, and clarity about how to further build your expertise in this professional field.
- Become licensed to deliver Team Connect 360 – our unique online team diagnostic.

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 on the programme.
 - Working with the dynamics of a complex learning community.
 - Live team coaching experience with your external organisational team client.
 - Use of Team Connect 360 diagnostic tool.

3. Large group experience - plus observing and commenting on 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 process will be facilitated by a member of the faculty in support of the practitioner team's learning.

“ 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

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 chosen a structure that draws on our combined experience of best practice and involves:

- A solid grounding in STC plus experience and overview of the whole process in Module 1.
- Providing a client engagement process with free Team Connect 360 to support you in acquiring a practice team.
- 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.
- Three individual tutorials with the faculty to address theoretical, practitioner or personal development needs.
- Two-day (Module 5) 'preparation-for-assessment' event involving sharing a personal model of Systemic Team Coaching and a journey of your client team coaching practice.
- Submission of written papers on personal model, marketing statement and case study of organisational client.
- Submission of 3 x 50min recordings of individual coaching sessions (for those seeking ICF ACSTH).

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.

Group Size

Maximum 24 participants.

Qualification and Standards

Academically the programme is Level 7, UK university Master's degree level, and can be used as credits towards a MA or MSc.

ICF Accreditation

The Systemic Team Coaching® Diploma involves 121 hours of coach training that can be used towards PCC accreditation with the International Coach Federation (ICF).

Participant criteria

The Diploma programme will build on your substantial knowledge and experience of developing people. After the Systemic Team Coaching® Certificate/ Diploma Module 1 you should have the confidence to acquire a client team, or could be a team leader – and working with this team will form the basis of your team practice and case study. In addition you will be:

An experienced individual coach with at least 4 years' practice having completed either a training equivalent to PCC (ICF) Practitioner Level (EMCC).

OR

A consultant with a 10-year career in Organisational Development with extensive coaching experience. You should be able to explain your theoretical framework for coaching individuals. Be capable of evidencing your coaching competency at Practitioner level.

*including the Foundation/Certificate and assessment process.



Programme Content

Module 1 - 3 day Systemic Team Coaching® Certificate Programme Theoretical Foundations

Our Systemic Team Coaching® Certificate doubles as the foundation/first module for the Diploma. The Certificate runs regularly throughout the year, enabling delegates to have enough time to gain further experience of team coaching before moving on to the Diploma programme. The emphasis in the Certificate is on covering the theoretical basics of Systemic Team Coaching®.

It covers the following areas:

- What is Systemic Team Coaching® and how it differs from other forms of team development.
- The continuum of individual and team coaching practice in relation to high-performing teams.
- Boundary management – contracting and confidentiality with the team as client.
- Introduction to the Hawkins' 5 Disciplines model: commissioning; clarifying purpose, goals, actions; co-creating as a team; connecting with stakeholders; core learning.
- Using directed and undirected awareness to understand the team and its context.
- The team coaching process – scoping, inquiry, developing agenda, engage and execute, review.
- Use of the peer supervision model.
- Laying the foundations for personal learning and core learning as a community.
- Learning to use the Team Connect 360 feedback tool
- Engaging a team coaching client.

Process

- Shared learning from experience of working in teams – what is a 'high-performing team'?
- Input from faculty on key principles and theories.
- Experiential exercises to illustrate theory.
- Discussion on learning from exercises and activities on the programme.
- Experience of a business simulation as role player, practice team coach and observer of process.
- Application of the Team Connect 360 to the business simulation.
- Interaction as learning community to experience group dynamic process.
- Peer supervision model in triads as team practitioner, peer supervisor & observer.

Virtual Introduction to the Diploma

(90 minutes)

Following the Systemic Team Coaching® Certificate/

Diploma Module 1. The next step is a virtual introduction to the Diploma. Before the Diploma Module 2, you are asked to engage a team with whom to work throughout the Diploma programme, which can be on a pro bono basis, in order to fulfil the case study component.

On being accepted on to the Diploma you will receive:

- Marketing material to attract prospective team clients.
- A copy of Systemic Team Coaching by John Leary-Joyce and Dr Hilary Lines.
- Contract template to confirm the engagement.
- Entry questionnaire to capture logistical information
- Information sheet about Systemic Team Coaching to give to team members.
- Free Team Connect 360 (usually charged on to clients at £1100 +VAT) to initiate the Inquiry process.

Module 2 - 3 days Commissioning and Clarifying

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

Content

- Becoming connected as a community.
- Overview, expectations and outcomes for programme.
- Choosing practitioner teams – contracting to work together.
- Looking at systemic patterns and helping the team to see itself through inquiry data using the Team Connect 360.
- In-depth exploration of the scoping, contracting, inquiry, discovery and application to live organisational clients.
- The team in its context – addressing the complexity of the relationship with Commissioning stakeholders.
- Building shared clarity of purpose, vision and joint endeavor.
- Laying the foundations for a learning team – the role of the team coach in enabling team learning.

Process

- Faculty input on theory supported by exercises and application to live client cases.
- Practicing the Commissioning and Clarifying disciplines to role-play client team scenarios.
- Clarifying the role of the learning community and building foundations for learning in a complex system.
- Work in practitioner teams to review and receive supervision on your coaching work in your client case study.
- Developing your personal authority, presence and impact as a team coach.

Module 3 - 3 days **Working with the Dynamics of the Team**

– Clarifying discipline

Content

- Working with team process – expanding ways of facilitating through self, interpersonal and systemic awareness.
- Seeing the team as a system: sculpting and constellations.
- Coaching live with the team – types of time-out interventions.
- Enabling learning as a team facilitator.
- Building personal agility, resilience and resourcefulness as a team coach.
- Ethics and professional boundaries.
- Application of the Co-creating data from the Team Connect 360 and team profiling tools.

Process

- Exploration of and working with live group dynamics in the learning community.
- Input on theory from faculty.
- Experiential exercises to ground the theory.
- Review and supervision of external client organisations in practitioner teams.

Module 4 - 3 days

Connecting

– The organisational system at work

Content

- Role, power and influence – stakeholder mapping, systemic context and culture.
- Application of work on the power of systems, drawing on the work of Barry Oshry.
- Focus on stakeholder engagement – how to bring their data, voice and relationship into the room.
- How to coach different types of teams, especially virtual teams and what this means for the role and activities of the coach.
- Application of Connecting data from Team Connect 360.

Process

- Exploring the systemic context and power dynamics, using Barry Oshry's framework and methodology.
- Examination of our large group community process as a learning organisation.
- Review and supervision of external client team work.
- Review of learning within the large community and practitioner teams.
- Celebration of successes and learning.

Module 5 - 2 days **Harvesting the Learning**

– Sharing our learning journeys to date

1. Presentation of your personal team coaching model to faculty & colleagues.
2. Presentation of team client journey in preparation for the case study submission.

Process

1. Individual team coaching model will be presented to small group of peers and faculty and receive feedback.
2. Team coach presents their journey with their team to a small group.

Assessment viva by core faculty **Within 3 months of module 5**

1. Submission of your model of team coaching that includes your own marketing statement for external clients as well as a paper that outlines the research & theory that supports that statement and model.
2. Submission of a case study on your client organisational team.
3. A 90-minute viva (academic conversation) with a faculty member to discuss your personal model and client team case study.

Team Connect 360

A powerful 360° team diagnostic tool which provides valuable data from stakeholders about a team's strengths and development areas.



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 licensed to use this powerful online team 360 tool, and Diploma participants have the option of using this at the inquiry stage of their live team coaching assignment.

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 online 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.

Module Dates

Module 1 STC Certificate - 3 days

You will need to attend one of these modules in 2018, unless you have already completed the Systemic Team Coaching® Certificate Programme.

Additional STC Certificate programmes (Module 1) are run throughout the year and internationally – please refer to our website, www.aoec.com, for further details.

London – 12 - 14 September 2018

Geneva – 26 - 28 September 2018

Belgrade – 9 - 11 October 2018

Dubai – 11 - 13 October 2018

London – 22 - 24 October 2018

London – 19 - 21 November 2018

Virtual Introduction – available on demand from November 2018

Module 2	3 days	11 - 13 February 2019
Module 3	3 days	1 - 3 May 2019
Module 4	3 days	15 - 17 July 2019
Module 5	2 days	14 & 15 October 2019

Pricing

STC Diploma £8,995 + VAT or £7,995 + VAT for early-bird applicants.

For those applicants that have already undertaken the STC Certificate (Module 1) STC Diploma - £7,495 + VAT or £6,495 + VAT for early-bird applicants.

Places are offered with the requirement to pay a non-refundable deposit £1,500.

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:

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Diploma Venue

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Faculty Team



Dr Hilary Lines

Executive and Team Coach, Touchpoint Leaders

Hilary coaches leadership teams in the UK and internationally, and has particular experience of helping senior teams lead transformational change and integrate cultures post-merger. She is passionate about coaching leaders to optimise the value of relationships in complex systems through working creatively with a difference. She has co-authored, 'Touchpoint Leadership: Creating collaborative energy across teams and organisations' (Kogan Page 2013), which describes her work and philosophy in this area.

Hilary was Global Head of Partner & Leadership Development at PwC Consulting and coach to the VP and Board of IBM's EMEA Business Consulting Business before becoming an independent Executive and Team Coach. Her doctoral research examined the organisational factors that create bridges and blocks to the integration and development of R&D scientists in industry. She is a Master Practitioner Coach with AoEC and ICF PCC accredited coach.

Professor Peter Hawkins

Honorary President, AoEC

Peter Hawkins is Professor of Leadership at Henley Business School. He is joint founder (1986) and emeritus chairman of Bath Consultancy Group, plus a leading consultant, writer and researcher in organisational strategy, learning, managing complex change, leadership and Board development. He is author of 'Leadership Team Coaching' (Kogan Page 2011) as well as many other books and articles.



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



Moira Nangle

Organisational Development Consultant and Team Coach

Formerly Director of Organisation Development at Virgin Atlantic Airways, Moira is a creative, perceptive OD professional with qualifications in training, teaching, Psychotherapy, both one to one and team coaching, and an MSc in Organisation Development. She has Director level experience in all three sectors.

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. Moira is a visiting lecturer in HRM and leadership at City University London, and is also an associate of Roffey Park Leadership Institute where she works primarily in the areas of leadership and change.

John Hill

Executive and Team Coach

John is an accredited Systemic Team Coach, Executive Coach and works with leaders and senior teams in the UK and internationally. He has a background in the cut and thrust of the world of business, gained in global organisations, SMEs and start-ups, and moved into coaching and leadership development around 10 years ago. John is passionate about being an agent of positive change, drawing on his fascination with the 'why' and the 'how' of people and organisations, which informs what makes them the way they are – and what they could be.



Maxine Gooding

Team Coach

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.

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.

A full copy of this article is available on our website www.aoec.com

Why AoEC?

The AoEC has an enviable reputation around the world for executive and team coach training which equips participants with the skills to challenge and develop both themselves and their clients.

Our Approach

- You and your learning 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 team coach is a profound and personal journey and we offer 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 experiential – involving and based on experience and observation. Within a safe learning environment, participants practice their team coaching skills and benefit from observing others coach.
- We support you in creating your own team 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 understanding of the business world and a deep understanding of how people function, grow and change.

Maintaining the Highest Professional Standards

This programme has been accredited by the International Coaching Federation (ICF) and Middlesex University, offering you professional and academic credentials that will be recognised internationally.

Talented People

Highly skilled and respected, our faculty are experienced and well qualified team coaches.

“ 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

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