



# Executive Coaching Programme 'Deepening your Practice'

A 3 day coaching programme for those with some coach training and experience who want to further develop their practice and effectiveness, or for those who are interested in the theory and practical application of coaching.

## Programme Aims/Objectives

This programme is designed to help the delegates deepen their working knowledge and practice of coaching. Specific objectives include helping delegates:

- Develop more awareness of the coaching competencies as specified by the International Coach Federation
- Further integrate the application of coaching models, tools and competencies into your practice
- Contextualise coaching within the wider field of learning and development, counselling/therapy, leadership, change agency.

## Approach and Format

The programme will be run over three consecutive days of face to face learning. The style will be appropriate to adult learning needs with a mix of short briefings on relevant theory/models, facilitated discussion, group engagement and opportunities to try out and practice your learning. Feedback when provided will be affirming and constructive, both from the facilitator and from your fellow learners.

The content will include the following areas and a more detailed outline of the three days is included below.

- Active listening - Three areas of listening
- Questioning and providing feedback
- Creating well-formed outcomes
- Developing trust and rapport
- Contracting in organisations and psychological contracts
- The coaching process
- Definition of coaching and distinctions from other professions
- International Coach Federation's 11 Core Competencies
- Goal setting, planning and designing actions
- Accountability and responsibility
- Coachability
- Leadership and coaching

## Day 1 Outline

### Setting up our work together

**Introductions** Check in and introductions

**Agreeing the Goals for the Delegates and the Programme** Fears, hopes and how we work together  
Facilitated sharing and agreeing the aims and objectives of the delegates, the programme and the facilitator

### Definitions and Distinctions

**Understanding coaching in the context of other modalities** Exploration of how coaching is different from other interventions – counselling, mentoring, therapy and consulting

### ICF Core Competencies

**Introduction to the ICF Core Competency Framework** The group read and engage with the ICF Competency Framework – Four sections, 11 competencies  
What do they notice? What resonates for them?

### Three Levels of Listening

**Practicing deeper listening** Introduction to one of the fundamental skills of coaching – listening – and one model in this context.  
Briefing on the model and then practice in groups of the three levels - debriefing and learning

### Feedback

**Providing feedback** Exploration of giving feedback and the delegate's experience of this often misused skill.  
Sharing a template for use in coaching and setting up its use on the programme

## Coaching Demo

### Coaching Demo and Feedback

Facilitator runs a live coaching session with one of the delegates followed by feedback and discussion of what the others noticed of the coaching

## Coaching Contract

### Contracting in coaching

Briefing and exploration of the beginning of a coaching conversation – the three areas to be explored and clarified – the three areas of questioning

Practice of and feedback on beginning a coaching conversation using these three areas of questioning

## Reflection and close

### Reflection

Group reflect on their learning from day 1

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## Day 2 Outline

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### Check In

<b>Group check in</b>	Delegates pay attention to and share in a group setting what they notice is going on for them and any queries/concerns they may have
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### The Three 'Ps' of Contracting

<b>Working with the Three 'Ps' of Contracting</b>	<p>Introduction to the cornerstone and overall framework of coaching – establishing the coaching agreement for the work we do together as coach and client using the Three 'Ps' model</p> <p>The psychological contract and how to work with it – what are we being invited into? How do you recognise and change unhealthy invitations?</p>
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### ICF Core Competencies

<b>Values and Attitudes</b>	Exploration of the ICF Core Competency Framework for the values and attitudes inherent in them – how do we need to be as coaches?
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### Goal Setting in Coaching

<b>Goals and Well Formed Outcomes</b>	<p>Exploring where you are going with a client and how you will measure success. Two models that are useful to help the client specify their outcome for each session</p> <p>Exercise in pairs to practice using these models</p>
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### Coaching Process

<b>The stages of the coaching process</b>	Identifying the stages within the coaching process – in the individual session and in the overall relationship with the client – group work to identify and map these stages
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### Trust and Rapport

<b>Building Trust and Rapport</b>	<p>Delegates explore the importance of trust and rapport in coaching and how to create it with their clients.</p> <p>Exercise to practice in pairs</p>
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## Use of Questions

### **Types of Questions and their use in coaching**

Exploration of the use of questioning in coaching and the types of questions that are useful – purpose of questioning, powerful questions, open/closed questions, etc.

## Active Listening

### **Paraphrasing and reflecting back**

Exercise to practice the skills of active listening including paraphrasing and reflecting back in coaching

## Coaching Practice

### **Coaching Practice and Feedback**

Delegates practice holding a full coaching conversation with a client in small groups followed by feedback and reflection

## Reflection and close

### **Reflection**

Group reflect on their learning from day 2

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## Day 3 Outline

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### Check In

<b>Group check in</b>	Delegates pay attention to and share in a group setting what they notice is going on for them and any queries/concerns they may have
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### Contracting in Organisations

<b>Working with organisations</b>	The complexity of working with organisations – multiparty contracting – setting it up to work – psychological distance in working within organisations and how to work with it
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### Ways of Being in Coaching

<b>Ego States</b>	Facilitated use of this model from TA to help the delegates identify their surface and underlying ways of being – how they impact on effectiveness in coaching – what they need to do to be 'clean'
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### Designing Actions – Planning – Accountability

<b>Moving the client into meaningful action</b>	Working with the client in using their learning to design and plan meaningful actions – dealing with responsibility and accountability in coaching
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### Coaching Practice

<b>Coaching Practice and Feedback</b>	Delegates practice holding a full coaching conversation with a client in small groups followed by feedback and reflection
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### Coachability

<b>When is Coaching not appropriate</b>	Group discussion of the 'coachability' of the client and the circumstances where coaching is not appropriate and likely not to be effective
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## Leadership and Coaching

### **Using coaching in your role as leader**

Exploration of the challenges and benefits of using coaching as a leader.

Briefing on the four stages of development and group discussion of how this model can help to guide us when to use coaching with direct reports and/or peers

## Challenge and Support

### **Balancing challenge and support**

Exploration of the relationship between challenge and support in coaching and how to balance both

## Reflection and close

### **Reflection, evaluation and close of the programme**

Delegates reflect on their learning, evaluate the programme and check out with their fellow learners

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