



Clutterbuck

Coaching & Mentoring
International

Global Best Practice, Local Expertise

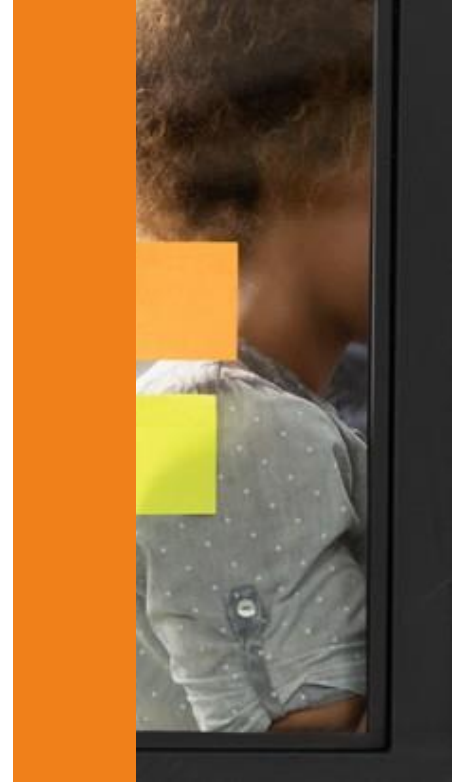
TEAM COACHING PRACTITIONER



01 Team Coaching Practitioner level

An Action Learning based approach

Course Overview . . .



This intensive, highly practical module builds on the Foundation programme to support coaches in making the transition from coaching individual clients in developing coaching cultures in their team to working with the whole team. It explores the messiness of working with whole teams and provides practical tools and techniques for enabling the team to understand and change its dynamics in ways that increase collective performance and add value to all its stakeholders.

The core of the module is the PERILL framework, a complex, adaptive systems perspective that allows the team to understand its drivers and barriers to performance. The module works step by step through each phase of a team coaching assignment, from Scoping and Discovery, through Contracting, Delivery, Evaluation and Withdrawal (when the team is better able to coach itself). The case study follows each stage, giving you opportunities to practice new tools and techniques and to develop your own templates and unique approaches.

This is the second of three courses within our Team Coaching Programme, leading onto Senior Practitioner level.

The programme is offered in two formats:

- Traditional classroom style with a three-day
- Virtual modules – often spread out as six 4-hour sessions

Among the unique aspects of this team coach education programme is its firm rooting in Action Learning concepts. You as students have significant influence over the learning process. Student numbers are limited to a maximum of 30 to ensure a high quality of learning experience and access to programme leaders.

Depending upon the programme format, pricing and timings, we may also add additional support with follow up workshop or action learning sets/ practicums. and group supervisions Please check the programme details for these.



Who is the course for?

Professional Coaches who are looking to expand their skill set outside of 1-2-1 coaching to include or transition to team coaching.

Business Leaders, Line Managers, Team leaders who want to know more about how to coach teams effectively.

HR Leaders and Professionals who want to help deliver a programme to support team coaching through their business.

This is a practitioner level course. That means it is for people with experience of coaching teams already and not for absolute beginners. This takes that experience you already have and extends it to real team coaching.

Pre-Qualifications required to attend:

- Completion of Team Coaching Foundation level module or appropriate equivalent.
- Practising 1-2-1 coach, mentor or leader with at least 18 months experience working with / developing / leading a team.

This is a practitioner level course which is an immersive & experiential program requiring a full and active engagement. It is for people who already have experience of one to one coaching and teams and is not for absolute beginners in coach teams. It takes the experience you already have and extends it to real team coaching.

What will you gain from the Programme?

At the end of the workshop, you will gain:

- Confidence to be able to coach small teams, or as a co-coach with larger teams.
- Deeper insights into the factors that affect team performance and value creation — and what undermines it.
- A clear understanding of each phase of a team coaching assignment, from beginning to end. A toolkit for helping a team leader develop a coaching culture in their team.
- Understanding of the different types of team and the different coaching needs that each has. Insight into teams as systems within systems; and the difference between linear, systemic and complex, adaptive systems perspectives.
- A practical model (PERILL) to support a team in understanding its systems.

Is it recognised by accrediting bodies?/ Will I be certified at the end?

The programme is accredited by both EMCC and ICF and holds an EMCC European Quality Award (EQA) for all of its coaching & mentoring programmes.

Successful candidates will receive:

- a certificate of accreditation from CCMI which you can use to claim 152 hours of CPD and for 40 CCE's for ICF members (36 Core Competency (CC) and 3.5 Resource Development (RD) units)
- automatic recommendation for the [Team Coaching Practitioner ITCA](#) (Individual Team Coach award) from EMCC Global
- automatic recommendation for the [European Individual Accreditation EIA](#) (an individual Coach / Mentor level award at Practitioner level) from EMCC Global. This is recommended without any additional tests, exams or forms to complete.
- Please note: based on provisional ICF notices of the [Advanced Certification in Team Coaching award \(ACTC\)](#) we expect this program (when combined with the Foundation Programme) to meet the key provisions required for Educational hours. Until this has been established, all graduates will receive a certificate with 40 CCE's to support their ICF submission.

Content

The programme follows the experiences of a fictitious team facing significant challenges. You will get to role play different members of the team and the two team co-coaches through each stage of this assignment before applying this practice with your real team.



A deeper dive into complex adaptive systems in a team context

Understanding the key stages of a team coaching assignment through a complex adaptive systems lens.



Where can you find teams to practice on?

Identifying and creating options for team coaching assignments.

Making the pitch.



Discovery

Understanding the team and its systems through interviews and observation of team meetings.

Creating your own templates.

Working with diagnostics.



Contracting

Establishing ground rules for contracting with the team leader, the team and wider.



The first session

Setting up yourself, the team leader and team for success.



Developing your team coaching business

Creating your elevator pitch and positioning your service offering.



Ending the team coaching assignment

Bringing the engagement to a positive close. Measuring the effectiveness and impact.



Helping the team understand and improve its systems

- Clarifying and aligning purpose.
- Tools and techniques of stakeholder mapping and stakeholder engagement.
- Building psychological safety.
- Making internal systems add greater value.
- The team development plan.
- Distributing leadership.

Modules & Learning Outcomes:

The programme is broken into three segments, roughly structured into three consecutive days but can vary in terms of the delivery structure:

Module 1: A deeper dive into complex adaptive systems

This module begins with a review of the PERILL model and the competencies of a team coach. It introduces a practical framework for designing and implementing a successful team coaching assignment. It includes a role play that continues through the modules, covering every step of the team coaching process.

Learning outcomes:

- How to identify systems and patterns of team dynamics
- How to plan and schedule a team coaching assignment
- Introduction to the PERILL Diagnostic platform
- How to get started – the Discovery process

Module 2: Scoping the assignment and beginning the team coaching sessions

This module continues the step-by-step review of the team coaching assignment. It offers a range of tools and techniques for each element and continues the role play to provide an intensive and immersive experience of the reality of working with the team in the moment.

Learning outcomes:

- Key do's and don'ts in scoping a team coaching opportunity
- How to distinguish between team coaching and other interventions, such as team building and team facilitation
- How to structure the Discovery phase
- How to use PERILL and other diagnostics in the Discovery phase
- How to apply linear, systemic and complex, adaptive systemic thinking to a team
- How to contract for good outcomes

Module 3: Process skills development

This module takes the team coaching assignment through the remaining stages of the team coaching process. It emphasises the skills required to maintain a safe team learning space, helping the team understand its own systems and interpersonal dynamics. It addresses the complexity of working in a team coaching pair and provides a framework for containing the team coaching conversation. It provides an extensive tool kit, along with multiple opportunities to practise. It concludes with a role play for making a pitch for a team coaching assignment.

Learning outcomes:

- How to deepen trust and psychological safety
- How to work with team narratives
- How to establish team norms
- How to build strong relationships within the team and with internal and external stakeholders
- How to evaluate the outcomes of team coaching
- How to design and deliver a strong pitch for team coaching.



About CCMI Programmes . . .

All CCMI Team Coaching Programmes are recognised by both the major coaching professional bodies, ICF and EMCC. They align with the EMCC's international Team Coaching Standards and the ICF's Team Coaching Competencies.

Our suite of Team Coaching Programmes are the only ones globally to take a complex, adaptive systems approach to team effectiveness. The PERILL model that underpins the programme is the result of more than 30 years research by Professor David Clutterbuck and colleagues into how to build and sustain high performance in teams.

Professor David Clutterbuck is founder and practice lead for CCMI and one of the original pioneers of coaching and mentoring having introduced supported mentoring to Europe in the early 1980s. Accredited as EMCC Master Practitioner (EIA, ESIA and IPMA), he combines a wealth of research-based knowledge and experience offering a pragmatic, evidence-based approach to coaching, mentoring and talent management.

David is author or co-author of more than 75 books. He is visiting professor in the coaching and mentoring departments of 4 universities - Henley Business School, Oxford Brookes, Sheffield Hallam, York St John as well as visiting lecturer at various international universities.

David's latest recognitions include:

- Recognised in 2018 by the Marshall Goldsmith Foundation as the leading influence on coaching in Europe
- Chartered Institute of Personnel and Development - Distinguished Fellow and Chartered Companion
- The Conference Board: Distinguished Fellow

Next Steps

Please visit: www.clutterbuck-cmi.com for more information on:

- Pricing
- In-house course options
- Open course dates
- How to sign up for the course