

Systemic Team Coaching

A One Year International Training Programme

John Leary-Joyce, Hilary Lines, Nick Kitchen and Peter Hawkins



The six levels of Systemic Team Coaching



Our model has a complex systemic approach that focuses on six levels:

1. Individual and their team role
2. Interpersonal relationships
3. Team Dynamics
4. Team's Task, Function and Intent
5. Stakeholder Interface
6. Wider Organisational Context

Getting all these elements functioning effectively and in balance harnesses the power of the team within the organisational system.

Now more than ever organisations are looking at how to motivate and manage their teams in a period of change and uncertainty. The time is ripe in the coaching market to differentiate Systemic Team Coaching from other forms of team/group development and to expand the definition and body of theory and practice of Systemic Team Coaching.

The Systemic Team Coaching Programme (STC) is for experienced coaches, as well as consultants who have coaching skills, who are seeking to develop and expand their team coaching competence and practice and gain a recognised professional qualification. John, Hilary, Nick and Peter 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 using our approach as a foundation
- Develop the skills to practice as an excellent Team Coach and to build your team coaching business
- Gain a deep personal understanding of yourself in your roles as a coach and co-leader and strengthen your resilience and fluency in these roles.

Learning Routes

There will be six primary learning routes in the programme

1. Didactic input and discussion around team and systemic coaching topics.
2. Skills practice and supervision through
 - (a) Team coaching with peers on the programme
 - (b) Business simulation and role plays
 - (c) Live practitioner experience with an external organisational team client
3. Large Group experience plus observing and commenting on the faculty team that openly discuss their process
4. Small Team experience - carrying out team tasks with process supervision and Feedback
5. Personal Development through being a participant in the programme, examining the process of being in it - while going through it - including the final assessment
6. Evaluated Individual coaching sessions.

Group and Team Formations

During the course of the programme, you will work with and in, the following teams:

1. The Faculty Team
2. Whole Learning Group comprising all the members of the programme facilitated by the Faculty
3. Coaching Teams who work with external clients, and who meet:
 - (a) Between modules to work with their organisational client team
 - (b) During the modules to examine their performance as a team and receive supervision from the Faculty and their peers
4. Practitioner Teams of six working together on their client organisation teams, and providing supervision to each other. An assigned Faculty member will facilitate a review of their team process in undertaking the client work and support the learning of the practitioner team.



John Leary-Joyce
Founder and CEO, AoEC

As entrepreneurial leader, John understands the importance of teamwork and the value of receiving individual and team coaching. Over the last 10 years he has become widely recognised as a senior transformational coach, combining this with a 20-year career as an in-depth Gestalt group facilitator/trainer and extensive team building and organisational consulting experience. As a result he has become a highly effective team coach working in large organisations especially in professional services firms. He has an MA in Executive Coaching, is an accredited coach with APECS and AoEC, qualified supervisor, and a frequent conference presenter with appearances on TV and radio. John is the past president of the EMCC (European Mentoring and Coaching Council). His passion is the pursuit of learning and to help others to grow professionally and personally.



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 and 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.



Peter Hawkins
*Chairman and Founder,
Bath Consultancy Group*

Peter Hawkins, is Professor of Leadership at Henley Business School and founder and emeritus Chairman of Bath Consultancy Group. He is a leading consultant, writer and researcher in leadership and leadership development and an international thought leader in team coaching and coaching supervision. He is author of the best-selling books in Team Coaching "Leadership Team Coaching" Kogan Page 2011&2014, "Leadership Team Coaching in Practice." Kogan Page 2014 "Creating a Coaching Culture" McGraw Hill 2012; "Coaching, Mentoring and Organizational Consultancy: Supervision and Development" McGraw Hill 2006 and 2013.

Over the last 30 years he has worked with many leading companies in many parts of the world, co-designing and facilitating major change and organisational transformation projects and coaching Boards and Leadership Teams. He has helped a number of senior executive teams develop their vision, values and strategy for the future, both in commercial companies, public sector, higher education and large professional service organisations.



Nick Kitchen
*Executive and Team Coach
The Coaching Partnership
International*

Nick is an experienced organisational facilitator, senior executive coach, team coach and engaging event speaker. He has worked with leaders and leadership teams of major organisations for over 20 year in many parts of the world including Europe, Russia, the USA and Australia, across a wide variety of industries and professions helping them devise strategy, lead transformational change and thereby crucially bring 'Strategy to life' for the whole organisation. Prior to this he also led diverse multinational creative and strategic teams as part of his role as new Business Director for a major international advertising agency. As developer of Somatic Cognitive Coaching and facilitation he is particularly interested in how an individual's broader embodied experience can inform them about the dynamic complexity of the wider system. He is a speaker or member of faculty on a variety of development programmes including AoEC Advanced Diploma in Executive Coaching.

Module 1 (3 days)

Theoretical Foundations

The emphasis is on covering the theoretical basics of the programme, experience building a community of learners and establishing the routes to developing skills practice. 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 5 Disciplines for Teams: Commissioning; Clarifying purpose, goals, actions; Co-creating as a team; Connecting with Stakeholders; Core Learning
- The Facilitator Map – using directed & undirected awareness to understand the team and its context
- The 'C.I.D.C.L.E.A.R.' Team Coaching Process Model.
- Use of the peer supervision model
- Laying the foundations for personal learning and core learning as a community.

Process

- *Shared learning from past experience of working in teams - what is 'High Team Performance?'*
- *Key principles, practice 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*
- *Interaction as learning community to experience group dynamic process*
- *Peer supervision model in triads as team practitioner, peer supervisor & observer.*

Module 1M - Client organisation briefing (1 day) – Master Practitioner students only

Those on the Masters stream of the programme will meet for one day with the Core Faculty to discuss and plan all the aspects of taking on an external client team. This will include:

- Allocation to an external organisational client team
- Choosing a team-coaching partner
- Confirming the client's initial contract with the team coaches
- Understanding the client team's commission within their business context
- Preparing for the Contracting, Inquiry, Discovery (CID) part of the assignment, in relation to the client organisation.

Module 2 (3 days)

Clarifying - the Role and Purpose of the Team in Context and Building the Learning Team

Content

- Becoming connected as a community - Relationships and Backgrounds
- Overview, expectations and outcomes for whole programme
- Choosing Practitioner teams – contracting to work together
- Looking at systemic patterns and helping the team to see itself through inquiry data
- In-depth exploration of 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 endeavour
- 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 the business simulation*
- *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 with your external client organisation.*

Module 3 (3 days)

Working with the Dynamics of the Team

Content

- Effective Functioning of teams – classic team dynamic stages, patterns and intervention modes
- Working with team process: Expanding ways of facilitating and intervening
- Seeing the team as a system: Sculpting and Constellations
- Enabling learning as a team facilitator
- Building personal agility, resilience and resourcefulness as a team coach
- Ethics and Professional Boundaries.

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*
- *Running of business simulation*

Module 4 (3 days)

Connecting - The organizational system at work

Content

- Role, Power and Influence – Stakeholder mapping, systemic context and culture
- Application of work on power and systems, drawing on the work of Barry Oshry (see www.powerandsystems.com)
- Focus on stakeholder engagement – how to bring their data, voice and relationship into the room
- How to coach different types of teams: what this means for the role and activities of the coach: Boards; Executive Leadership Teams; Operational Teams; Virtual Teams; Project Teams.

Process

- *Use of business simulation to explore the systemic context and power dynamics, using Barry Oshry's framework and methodology*
- *Examination of the large groups process as a learning organisation*
- *Participants facilitate the large group supervised by faculty*
- *Review and supervision of external client organisation work*
- *Review of learning within the large community and practitioner teams*
- *Celebration of successes & learning.*

Module 5 (2 days)

Harvesting the Learning – Sharing our learning journeys

1. Presentation of your personal team coaching model to faculty & colleagues.
2. Presentation of organisational client case study from each Coaching Team

Process

1. *Individual team coaching model will be presented to small group of peers and faculty and receive feedback.*
2. *Client Coaching Teams present their case study to the whole group.*

Assessment viva by core faculty

Within 3 months of module 5

1. Each person will submit their personal model of team coaching that includes a Marketing Statement for external clients as well as a paper that outlines the research & theory that supports that statement and model.
2. The client teams present a final case study on their work with their client organisation.

There will then be a 1 hour viva with a faculty member to hear about their personal model and client team case study. The questions focus on how the participant has fulfilled the criteria for the programme, demonstrating a robust understanding of STC underpinned by theory, a unique approach and the application of that approach in practice.

Programme Format

14 days over a 14 – 18 month period depending on attendance on Module 1 - the Certificate

In order to create a vibrant learning community that parallels many of the dynamics of an organisational system, we have chosen a structure that draws on all our experience of best practice that involves:

1. Module 1 which gives a solid grounding in STC plus experience and overview of the whole programme
2. Module 1M – a one day additional module for Masters participants to engage their external organisational client
3. Further 3 Modules; 3 x 3 days, approximately 12 weeks apart to maintain momentum, continuity and integration of learning into client practice
4. Organisational Client Coach Teams meet between modules to apply their learning to their organisational team
5. Three Individual Tutorials with the Core Faculty to address theoretical, practitioner or personal development needs.
6. Two-day Module 5 preparation-for-assessment event involving sharing a Personal Model of Systemic Team Coaching and a Client Coaching Team case study (Masters students only). functioning.
7. Submission of written papers on personal model, marketing statement and case study of organisational client.
8. Submission of 3x50min recordings of individual coaching sessions (for those seeking ICF ACSTH)

Qualification and Standards

There are two options for working on the same programme

1. Master Practitioner Diploma which is the programme as represented here - including attendance at Module 1M. The submission of Individual coaching client recordings is optional
2. Senior Practitioner Diploma which means attendance at all the modules but *excluding*:
 - ⊗ Module 1M,
 - ⊗ The AoEC Organisational Team Coaching Client work
 - ⊗ Supervision of Organisational Client team coaching
 - ⊗ Submission for assessment of Organisational Client case study
3. ICF Course Accreditation Units – for those that wish to claim the programme under ICF ACSTH at PCC level need to complete the Individual Coaching practice and evaluation.
4. Academically the programme is Level 7, UK university Master's degree standard, and can be used as credits towards a MA or MSc.

Group Size

16 STC Master Practitioner Diploma
12 STC Senior Practitioner Diploma.

Venue

Windsor Marriot hotel, near Heathrow, London

Participant Qualities

This programme will build on your substantial knowledge and experience of developing people.

You will be

1. An experienced individual coach with at least 3 years' practice having completed either a training equivalent to ACC (ICF) Practitioner Level (EMCC)

OR

2. A consultant with a 10 - year career in OD with extensive coaching experience. You will be expected to be able to present your theoretical framework for coaching individuals.

AND

3. An experienced team leader with coaching skills.

To apply go to:

1. <http://www.aoec.com/individuals/courses/internationalsystemicteamcoachingdiploma>
2. Fill in the application form.
3. Meet face to face or by phone with John Leary Joyce or Hilary Lines.
4. Offer of place and requirement to pay a deposit.

For more information please contact:

Mike Smith

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Email: mike.smith@aoec.com

or visit: www.aoec.com

This is a unique opportunity to engage a team of experienced individual coaches from this Team Coaching programme to work in your organisation, free of a coaching fee.

A team of 2 coaches will be assigned to your organisation to work with a team regularly over a one-year period under the close supervision of renowned experts in the field: John Leary-Joyce, Hilary Lines and Nick Kitchen.

This is a powerful and effective process that will enhance the performance of individual members, the leader and the team as a whole as well as impacting the immediate business and wider organisation.

Team Coaching Interventions

Following our Systemic Team Coaching model there will be three levels of active intervention by AoEC team coaches

1. Individual coaching – as required addressing leadership and team membership
2. Team facilitation of management/business meetings - average monthly
3. Team Development away-days to improve collective leadership and interpersonal dynamics - average 4 days the year.

In addition, consulting with primary stakeholders will be undertaken to understand the wider systemic context.

To get a clearer picture of the team dynamics in relation to the wider system the team will be expected to take part in all or one of the following:

1. 360 degree feedback.
2. Team profiling tool.
3. Sociomapping tool.

This would be done at the beginning and end so that data is available for measuring the effectiveness of the intervention.

Costs

Because this is a 'work placement' assignment for the programme participants the cost will not include coach fees but simply cover outlay of expenses such as travel, accommodation and supervision. This we would estimate to be in the region of £5 - £10k for the year depending on location and represents about 10% of the cost of this type of intervention.

In addition, any external 360 feedback or team profiling tool would be charged to the organisation.

Written Research Project

This team project will be the basis of the participants' assessment and so permission to use the data for this purpose will be required. In addition some participants may wish to publish the process and outcomes of their work as a research dissertation so we would expect permission to be granted provided professional protocols were observed.

Team Coach Capabilities

The team coaches will have substantial knowledge and experience of developing people. They will be an experienced individual coach with at least 3 years' practice having completed either training equivalent to ACC (ICF) Practitioner Level (EMCC) or be a consultant with a 10-year career in OD with extensive coaching experience.

They have joined this programme to deepen their experience and capability of working as a team coach. Academically the programme will be Masters level.

The biographies of each team coach assigned to your organisation will be provided well in advance and discussed with the relevant internal manager responsible for the project.

There will be close liaison between the AoEC faculty/supervisors and the internal sponsors of the initiative. The members of the coaching team will themselves be actively working at a sophisticated level as a team under supervision and exchanging information about how best to serve the team and the business objectives.

Requirements of the Organisation

For an organisation to be eligible to take part in this opportunity they must have a number of prerequisites in place:

1. Intact team with objectives and direction as well as the autonomy to implement changes within its jurisdiction.
2. The senior management supports the team coaching initiative.
3. Team size of between 5 and 10 members.
4. Expectation that the team will remain as constructed for the year with minimal changes in membership.
5. Team members willing to engage in individual coaching.
6. Team members willing to undertake various individual/team profiling tools and 360 feedback.
7. Be available to start from Spring/ Summer 2015

We have places for a maximum of four organisational clients.

For further information and to discuss the selection criteria please contact:

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For information on other AoEC programmes contact the central office at
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