

## INSTITUTE OF LEADERSHIP & MANAGEMENT LEVEL 3 – AWARD IN EFFECTIVE COACHING - ONLINE Six x half day online sessions + Coaching Supervision session.

### Who is the course for:

Those who are required to coach others within their organisation either as a Line Manager or where coaching forms part of their job role.

- Managers, Supervisors or Team Leaders whose organisation has adopted or wishes to adopt a coaching style of leadership.
- Aspiring coaches who wish to attain the knowledge and skills to become a competent and qualified coach within organisations.

### By the end of the course participants will:

Have a critical understanding of the role and responsibilities of the work place coach, including an understanding of ethics/values.

- Have a deeper understanding of how coaching can impact an organisation and drive up skills, knowledge, motivation & wellbeing
- Be able to assess their own skills, behaviours and knowledge as a coach and how this fits with a coaching culture.
- Recognise their own leadership style and the merits of adopting a coaching style of leadership within teams and the wider organisation.
- Plan for your career progression and further development as a coach.
- Plan, deliver and review coaching in a professional manner and in keeping with best practice.

### Why choose Challenge:

Six x online half day sessions plus one to one support throughout your learning journey which includes a coaching supervision session with comprehensive feedback from the course tutors. This formula ensures you maintain momentum on the course with opportunity to coach other participants and hone your skills.

- Like minded participants all of whom are sponsored by their organisation ensures you will have the opportunity to build your network and share and compare against best practice.
- Direct claim status from ILM for level 2 to level 7. Awarded only to those centres who have demonstrated consistently high standards in design, delivery and assessment over a number of years.
- Challenge has been the largest centre for ILM qualifications in the East Midlands since 2013, registering more delegates onto ILM programmes than any other centre. We are an approved supplier of ILM programmes for many large organisations who nominate staff members to access our training programmes year on year.
- A course tutor is available to contact between delivery days to help with any aspect of the course content or assessment.

Session	Topic	Content (Summarised)
1	<b>ILM Induction. Understanding Coaching &amp; the ideal coach</b>	<ul style="list-style-type: none"> <li>• Induction to the qualification, resources and tutorial support</li> <li>• Coaching, mentoring, counselling etc., definitions – where and when to use each (and when to ask for help).</li> <li>• Coaching in an organisational context - benefits, advantages and application. The link to organisational and individual performance management.</li> <li>• Styles of coaching and cultural fit</li> <li>• The ideal coach <ul style="list-style-type: none"> <li>○ Knowledge, skills and behaviours of an effective coach/ mentor; The role of emotional intelligence and intuition; values, beliefs and attitudes - impact on perspectives; personality preferences and traits within a coaching context.</li> </ul> </li> </ul>
2	<b>Preparing to Coach</b>	<ul style="list-style-type: none"> <li>• Establishing ground rules and setting off on the right track – the coaching contract.</li> <li>• Contracting - principles, content and structure</li> <li>• Ethical and legal aspects of coaching, professional codes of conduct</li> <li>• Establishing the relationship and 2 / 3 way contracting (manager, coachee etc)</li> <li>• Coaching frameworks and models (GROW / KASH / OSKAR). <ul style="list-style-type: none"> <li>○ How to use each of the models and when they are appropriate.</li> </ul> </li> <li>• Barriers to coaching – ethical considerations</li> <li>• Guidance towards first assignment + tutorial time as required.</li> </ul>
3	<b>Forming &amp; Managing Relationships</b>	<ul style="list-style-type: none"> <li>• Diagnostics – and establishing start points</li> <li>• Listening, questioning and summarising. Understanding how to different forms of questions. Practical Exercises</li> <li>• Forming relationships - establishing rapport</li> <li>• Dealing with potential conflicts &amp; differing opinions</li> <li>• Conducting a coaching session</li> <li>• Principles for providing feedback and techniques for challenging assumptions</li> <li>• Introduction to the “coaching diary” and how this can be helpful in the learning journey</li> </ul>

4	<b>Coaching in practice 1 – what’s your style?</b>	<ul style="list-style-type: none"> <li>• Identifying your natural coaching style &amp; coach identity.</li> <li>• Changing your coaching style and recognising when this may be beneficial.</li> <li>• Coaching practice and reviewing your own performance as coach               <ul style="list-style-type: none"> <li>○ Plan and organise the session including setting the scene/contract; use diagnostic/assessment tools and a range of feedback; use push/pull &amp; effective questioning, listening and challenging; agree learning goals and explore how to overcome barriers; record outputs &amp; next steps</li> </ul> </li> <li>• Guidance and feedback from peer group and course tutors.</li> <li>• Tutorial support towards assessed work.</li> </ul>
5	<b>Coaching in practice 2 - Challenge &amp; Support</b>	<ul style="list-style-type: none"> <li>• Reviewing your own practice – tools and techniques</li> <li>• Judgement on areas for development, looking at:               <ul style="list-style-type: none"> <li>○ Knowledge, skills and behaviours</li> <li>○ Conducting the session</li> <li>○ Relationships</li> <li>○ Ethics and Professional Standards</li> </ul> </li> <li>• Practical Coaching Session 2 (in breakout groups).               <ul style="list-style-type: none"> <li>○ Challenge &amp; Support / push &amp; pull</li> </ul> </li> </ul>
6	<b>Coaching beyond questioning</b>	<ul style="list-style-type: none"> <li>• Practical coaching skills – coaching beyond questioning</li> <li>• Coaching presence               <ul style="list-style-type: none"> <li>○ Using props and different approaches to coaching</li> </ul> </li> <li>• Typical difficult coaching scenarios</li> <li>• The way forward - Personal Development Planning</li> <li>• Tutorial support towards assessed work (reflective practice)</li> </ul>
	<b>One to One coaching Supervision Session</b>	<ul style="list-style-type: none"> <li>• <i>Practical application of coaching concepts with comprehensive feedback from tutor on coaching practice. This will be delivered at a date and time which is mutually agreed by the tutors and the participants and will contribute towards the development planning and reflective practice required on the course.</i></li> </ul>



### **Assessment:**

1. Understanding good practice in workplace coaching – written assignment
2. Understanding coaching in the workplace – coaching diary
3. Reflecting on workplace coaching skills – reflective review + professional discussion

Please note that in order to be eligible for the qualification; delegates are required to evidence at least 6 hours of coaching practice. There is the potential for up to two hours of this to be claimable from sessions within the course (from agreed coach/coachee pairings on the course). It is expected that participants will obtain the remainder of the required coaching hours from coaching undertaken within, or related to the workplace. Pairing of participants for practical coaching may be possible subject to delegate agreement.

**Challenge Training and Conference Centre, Nottingham NG14 6EH**  
**Cost per delegate £995.00 + VAT fully inclusive of registration fees, tutorial support between sessions and marking**