Accredited Certificate in Coach Training

Delivered by Marshall Vere Associates

Contents

Overview

This workbook contains information to support your learning and development as you embark upon your coaching journey and has information covered in Day Seven, sessions 1 and 2 of 4.

It is designed to be tailored to your needs and as you progress through the programme you will add additional logs, templates, exercises, questionnaires, and reflective practice activities.

It is a requirement of this AC Accredited Certificate in Coach Training that you complete the required 60+ hours of class based training and supervision, 40 hours of self-study and 20 hours of coaching practice (outside of class) in order to receive your certificate.

Further resources and blank templates can be found in the Programme Resources area at https://marshallvereassociates.co.uk/my-account/

Your Login is ACCT-1 for self-study 1 and your password is unique to you.

Your Login is ACCT-2 for self-study 2 and your password is unique to you.

Your Login is ACCT-3 for self-study 3 and your password is unique to you.

As a participant in this Accredited Certificate in Coach Training Programme, you are automatically entitled to one year's free student Membership of the Association for Coaching and you are encouraged to access all resources available and to engage in the activities offered to add to your continuous professional development (CPD).

Useful information:

Marshall Vere Associates www.marshallvereassociates.co.uk 01522 595 530

Professional Membership Bodies:

Association for Coaching (AC) www.associationforcoaching.com

European Mentoring & Coaching Council (EMCC) www.emccouncil.org

International Coach Federation (ICF) www.coachfederation.org

The British Psychological Society (BPS) www.bps.org.uk

The Association for Professional Executive Coaching & Supervision (APECS) www.apecs.org

The International Society for Coaching Psychologists (ISCP) www.isfcp.net

Day Seven: Coaching Leaders

Outputs from today – Session 1 and 2 of 4

- Review of Day Six – Sessions 3 and 4
- Connections
    - o Identify Coaching Approaches
    - o Discover the Coach's focus
    - o Introduction to Coaching Models
- Coaching Leaders
    - o The Importance of Leadership Coaching
    - o How to coach your Client through Change
    - o Theoretical Approaches to Change

- Implement, practise, and demonstrate AC Coaching Competencies

- Feedback on your coaching practice

Coaching Leaders

A coaching driven environment creates greater leadership resilience and agility, not simply in the leaders themselves but also in their teams, helping them to manage changing challenges quickly. It allows them to react to uncertainty without paralysis and today, perhaps more than ever there is a real need for this.

Leadership coaching is required nowadays more than ever as a critical tool for organisational change. Change is vital for an organisation to produce and adapt to today's quickly shifting marketplace, yet people and organisations are naturally resistant to change. Leadership coaching can ease productive change in persons, teams, as well as systems by empowering leaders, managers, and employees to uncover prospective that might otherwise go untapped.

Leaders are teachers and coaches, and they influence people daily in their activities, words, and actions. The talent to coach leaders is an essential competency for those assisting organisations to progress. Through coaching, leaders learn how to improve the worth of teams and organisations. Leadership coaching benefits clarify apparition, beliefs, and values, and give the capacity to lead and inspire.

Coaching Leaders can enable them to:

- Teach—and Keep—the Best people on board
- Influence Team Performance and Goal achievement
- Successfully lead a multinational workforce

Coaching becomes a noteworthy part of the organisation's policy when the purpose of coaching is to align the essentials of the business with the increase needs of its employees. When this coaching purpose and definition is agreed and practiced within the organisation, the organisation constructs a competitive edge that is very tough to duplicate.

Sometimes team members need a little coaching; they require a refresher on how to perform a task, or assistance on the best way to get things done competently. The best practices are collection foundational methodologies, systems as well as behaviours that are obvious in all great companies. Simply put, best performs represent essential disciplines and responsibilities for leaders and companies.

The concern is that coaching may not be employed as a tool for plan as many CEOs view coaching as something that is to be held uncover. There are features of coaching that must be properly set between the leader/coach and the "coachee", which comprises creating the foundation for the affiliation and communicating excellently.

Coaching others for achievement is both satisfying and rewarding, not only for the coachee, but also for the coach. Practicing coaching techniques to ensure trust and admiration are earned, constructing a safe environment, facilitating the conversation, keenly listening, and asking tough questions is paramount to achievement as a leader and coach, and offers the correct structure to escalate chances for victory for each coachee.

The concern of leaders who motivate the workforce to get success is coaching and performance advancement. The leader should employ in observation and performance negotiations that are critical to guarantee the preferred behaviours are demonstrated. Frequent enactment assessment is a means of recognizing what skills the team member demonstrates and others that need further focus.

The Association for Coaching places such importance on the skills that a Coach working with Leaders needs to have that they have defined three additional coaching competencies and indicators that AC Accredited Executive Coaches need to demonstrate:

10. Working within the organisational context

Indicators of competence:
- Understands the organisational context in which the client operates (e.g. is aware of the long-term vision, mission, values, strategic objectives, market/competitive pressures, etc.)
- Understands the client's role, position and authority within the organisational system
- Is aware of key stakeholders (internal and external) within the organisational system
- Aligns coaching goals to support organisational aims and objectives
- Understands the relationship between the coach, client and internal sponsor(s) of coaching
- Is aware of and works with, the organisation's values, policies and practices, including human resource and people policies and practices
- Takes a systemic approach to coaching the client, encompassing the complexities of multiple stakeholders, different perspectives and conflicting priorities

11. Understanding leadership issues

Indicators of competence:
- Recognises the challenges faced by leaders working in organisations
- Identifies ways of, and opportunities for, developing leadership behaviours and attributes through coaching
- Demonstrates knowledge and experience of working with organisational leaders
- Uses language appropriate for, and recognised by, the client and organisation
- Constructively challenges the leader to raise his/her standards in areas key to the organisation
- Understands the leader's sphere of influence

12. Working in partnership with the organisation

Indicators of competence:

- Develops relevant networks and strategic partnerships in the organisation
- Designs an effective coaching contract, commercial agreement and working alliance with the client, line manager and coaching sponsor(s) within organisational parameters and policies for coaching
- Actively involves key stakeholders in the set-up, monitoring and evaluation of the coaching, whilst maintaining agreed levels of confidentiality
- Communicates the progress of the coaching with key stakeholders openly and honestly, whilst maintaining agreed levels of confidentiality
- Identifies ways of adding value to the client at the individual, team and organisational level

The Importance of Leadership Coaching

It is known that leaders are at the core of organisations. However, shocking leadership development statistics show that 71% of companies do not feel their current leaders are able to carry their organisation into the future. In order to combat these statistics, organisations are implementing a coaching program to increase leader effectiveness.

Coaching leaders may sound strange, but in a study done of Fortune 1000 companies, 48% of leaders that underwent coaching exhibited an increase in work quality. This led to higher engagement and productivity, improving their effectiveness in leadership roles. Coaching also provides the outlet leaders need to motivate and inspire their team.

Five key benefits of Leadership Coaching:

- Empowerment

- New Insight

- Free Thinking

- Enhanced Performance

- Improved Communication

Theoretical Approaches to Change

We will consider three theoretical approaches to change:

- Transtheoretical Model of Change (Prochaska & DiClemente, 1984)
- Kubler-Ross Change Curve
- Kotter's 8 Steps of Change

Prochaska & DiClemente, 1984 –

The Transtheoretical Model of Change -Sparks Coaching, Julia Menaul.

Social Work Podcast #53
Prochaska & DiClemente's
Stages of Change Model
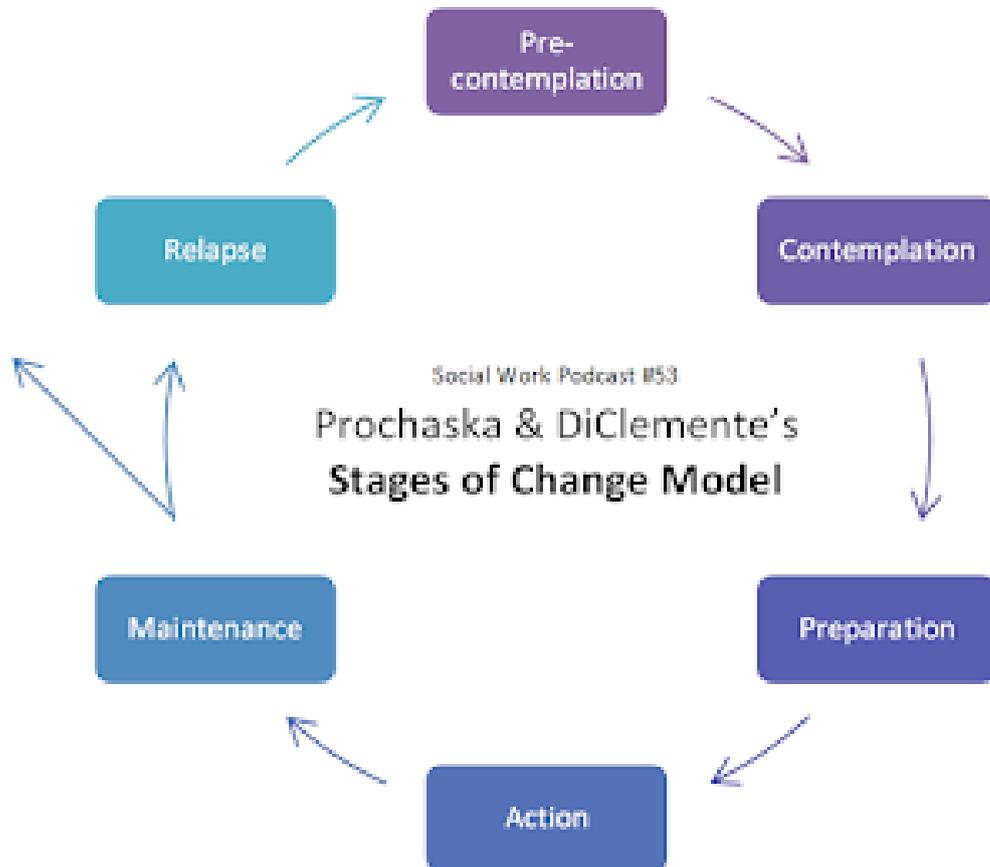
Extensively researched the factors behind successful personal change. In self-help settings and through professional relationships.

Prochaska believes this model integrates the key ideas and techniques of the many approaches to change into one framework.

The model is now extensively used in health settings and voluntary agencies to assist change relating to alcohol, drugs, weight loss, depression and so on.

Successful self -changing individuals follow a powerful, controllable and predictable path.

There are 6 stages to this path.

No one stage is more important than the others.

There are particular skills, knowledge strategies and interventions that are appropriate for each stage.

The key to success is to know each person's stage of change and to use the most appropriate intervention for that stage.

1. Pre-Contemplation:

What is the impact of 'x' on your life?

What do you make of 'others' desires for you to change…..does what they say matter?

What will happen if you continue this way?

2. Contemplation:

What is the situation now?

How is this affecting you now?

How do you feel about this?

Describe how you would like it to be?

What's stopping you making this change?

What support do you have to make the change?

On a scale of 1 – 10 how much do you want the change?

3. Preparation:

What are your options?

What are the main obstacles…. How will you deal with these?

How do you feel right now as you prepare to act?

What support do you have/need?

What is your action plan?

4. Action:

What actions are you taking?

How does it feel doing this?

What reactions are you getting from others?

What support have you had/do you need?

What is your commitment to continuing on a scale of 1 – 10?

5. Maintenance

How is it going?

How are you continuing with the change?

What is the most challenging/satisfying?

How are you feeling?

What support have you got/do you need?

What reactions are there from other

What is your commitment to continuing on a scale of 1 – 10?

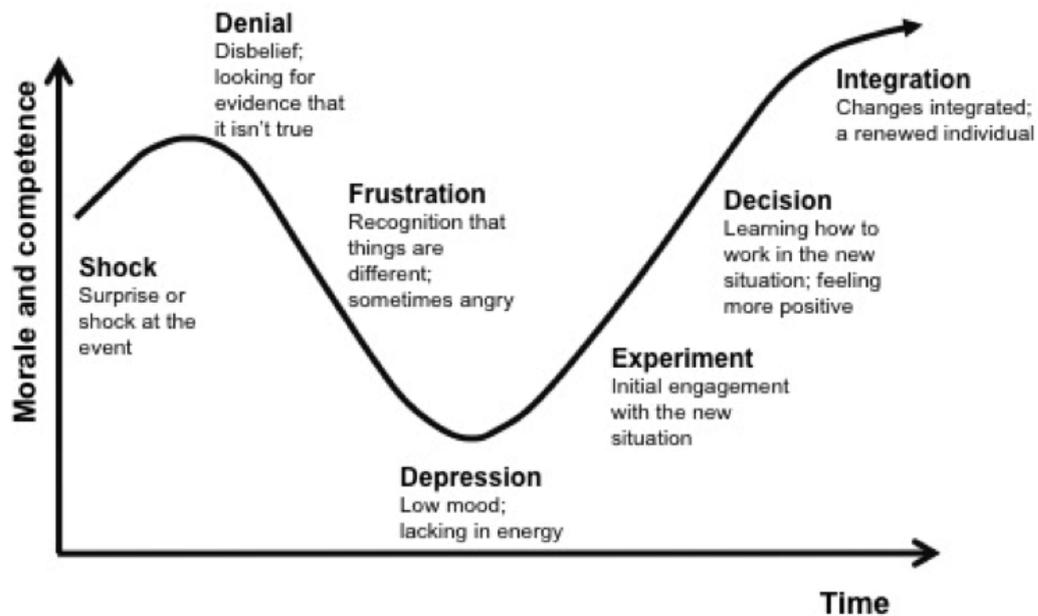## 6. Termination or relapse

What triggered you back to old ways?

What didn't you anticipate?

What bits were OK and which were not?

How can you ensure a way of it not happening again?

Marshall Vere Associates
Management Training & Executive Coaching Specialists

The Kübler-Ross change curve

Denial
Disbelief;
looking for
evidence that
it isn't true

Integration
Changes integrated;
a renewed individual

Frustration
Recognition that
things are
different;
sometimes angry

Decision
Learning how to
work in the new
situation; feeling
more positive

Shock
Surprise or
shock at the
event

Experiment
Initial engagement
with the new
situation

Depression
Low mood;
lacking in energy

Morale and competence

Time

Kotter's 8 Steps of Change

John Kotter (1996), a Harvard Business School Professor and a renowned change expert, in his book "Leading Change", introduced an 8 Step Model of Change which he developed on the basis of research of 100 organisations which were going through a process of change.

The 8 steps in the process of change include: creating a sense of urgency, forming powerful guiding coalitions, developing a vision and a strategy, communicating the vision, removing obstacles and empowering employees for action, creating short-term wins, consolidating gains and strengthening change by anchoring change in the culture.

Kotter's 8 step model can be explained with the help of the illustration given below:

1. Creating an Urgency:
This can be done in the following ways:

- Identifying and highlighting the potential threats and the repercussions which might crop up in the future.

- Examining the opportunities which can be tapped through effective interventions.

- Initiate honest dialogues and discussions to make people think over the prevalent issues and give convincing reasons to them.

- Request the involvement and support of the industry people, key stakeholders and customers on the issue of change.

2. Forming Powerful Guiding Coalitions
This can be achieved in the following ways:
- Identifying the effective change leaders in your organisations and also the key stakeholders, requesting their involvement and commitment towards the entire process.
- Form a powerful change coalition who would be working as a team.
- Identify the weak areas in the coalition teams and ensure that the team involves many influential people from various cross functional departments and working in different levels in the company.

3. Developing a Vision and a Strategy
This can be achieved by:
- Determining the core values, defining the ultimate vision and the strategies for realising a change in an organization.
- Ensure that the change leaders can describe the vision effectively and in a manner that people can easily understand and follow.

4. Communicating the Vision
- Communicate the change in the vision very often powerfully and convincingly. Connect the vision with all the crucial aspects like performance reviews, training, etc.
- Handle the concerns and issues of people honestly and with involvement.

5. Removing Obstacles

- Ensure that the organisational processes and structure are in place and aligned with the overall organisational vision.
- Continuously check for barriers or people who are resisting change. Implement proactive actions to remove the obstacles involved in the process of change.
- Reward people for endorsing change and supporting in the process.

6. Creating Short-Term Wins

- By creating short term wins early in the change process, you can give a feel of victory in the early stages of change.
- Create many short-term targets instead of one long-term goal, which are achievable and less expensive and have lesser possibilities of failure.
- Reward the contributions of people who are involved in meeting the targets.

7. Consolidating Gains

- Achieve continuous improvement by analysing the success stories individually and improving from those individual experiences.

8. Anchoring Change in the Corporate Culture

- Discuss the successful stories related to change initiatives on every given opportunity.
- Ensure that the change becomes an integral part in your organizational culture and is visible in every organizational aspect.
- Ensure that the support of the existing company leaders as well as the new leaders continue to extend their support towards the change.

Advantages of Kotter's Model

- It is an easy step by step model which provides a clear description and guidance on the entire process of change and is relatively easy for being implemented.
- Emphasis is on the involvement and acceptability of the employees for the success in the overall process.
- Major emphasis is on preparing and building acceptability for change instead of the actual change process.

Disadvantages of Kotter's Model

- Since it is a step-by-step model, skipping even a single step might result in serious problems.
- The process is quite time consuming (Rose 2002).
- The model is essentially top-down and discourages any scope for participation or co-creation.
- Can build frustration and dissatisfaction among the employees if the individual requirements are given due attention.

Additional resources

Review:

- [Helping Populations Progress Through Stages of Change](#)
- [Kotter's 8 Steps Leading Change](#)
- All self-study activities – are you on track?
- Coaching delivery log
- Personal Coaching Approach to be submitted by close of play **Monday 24th May 2021**

Next sessions

Session	Topic	Day	Date	Time
Day 7 – Sessions 3 & 4	Coaching Leaders	Sunday	9th May 2021	09:00 – 13:00
SUPERVISION		**Wednesday**	**19th May 2021**	**19:00 – 20:00**
Written element	Personal Coaching Approach	Monday	24th May 2021	Close of play
Day 8 – Sessions 1 & 2	Purpose, Planning and Practicalities	Saturday	5th June 2021	09:00 – 13:00
Day 8 – Sessions 3 & 4		Saturday	19th June 2021	09:00 – 13:00