Coach Accreditation Prospectus
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An Introduction to the Institute of Executive Coaching and Leadership

Since 1999, IECL has been training professional coaches and inspiring and developing leaders in organisations throughout Australia and the Asia Pacific region.

Our Accredited Coach Training Program (ACTP) is the region’s most highly respected organisational coaching qualification, conforming to the rigorous standards set by the International Coach Federation. We've certified more than 6,000 organisational coaches in the ICF’s core coaching competencies. Through our association with Charles Sturt University we also offer a pathway from our coach training to a Graduate Diploma of Organisational Coaching and Leadership (details in the following pages).

Each year we provide thousands of individual coaching sessions and our corporate training and development programs are delivered to over 3,000 leaders in organisations. When it comes to leadership development, we don't offer the usual suite of leadership programs – you can get those anywhere. Our programs develop the key skills of an exceptional leader, those often characterised as the “soft skills”: coaching, effective conversations, mentoring and emotional and social intelligence. Without them, even the most superior business acumen or technical knowledge cannot be transferred or realised.

IECL clients are large organisations from a range of industries across Australia and the Asia-Pacific, spanning both the public and private sectors.

Like our clients, our coaches and facilitators are located across the region. They are experts in facilitating learning, engaging any audience and fostering change.

Our body of extensive research and academic publications are the Knowledge Bank behind our services and we use them to inform our rigorous process of curriculum development, learning design and ongoing program review. At IECL we are developing the next generation of exceptional leaders.

To learn more about our extensive range of offerings visit us at www.iecl.com

In 2018, we joined the incredible team at GrowthOps, working with like-minded entrepreneurs across creative, technology and leadership to tackle bigger challenges and deliver greater growth for our clients.

WHAT IS EXECUTIVE COACHING?

Executive coaching (also called organisational coaching) is a collaborative relationship that uses an adult learning framework to help the coaching-counterpart identify and remove any interference that limits the expression of their full potential. Performance is improved through taking an integral view of what interferes with potential. The coaching relationship is framed within an adult learning cycle that encourages a systematic, solution-focussed process of:

- Setting goals,
- Taking actions that ensure sustainable behaviour change, and
- Reflecting to make sense of these changes in terms of new understandings, initial individual goals, desired organisational results and long-term, personal potential.

The coaching process aims to improve the quality of the coaching-counterpart’s working and personal life and, thereby also improve organisational effectiveness.

At IECL, we are driven by our purpose to improve the performance and wellbeing of individuals, teams and organisations through coaching. Our strengths-based approach to executive coaching draws on multiple disciplines, and is informed by the latest research in adult learning and development, neuroscience and cognitive psychology. Through our one-on-one coaching, the quality of our counterpart’s insights and sense of empowerment is enhanced, leading to more of their potential being expressed in their workplace.
Our Clients

Below is a selection from the IECL's client list:
IECL’s Coach Training Program

IECL is Australia and Asia’s most widely known and highly respected experiential trainer of organisational coaches. IECL offers three levels of coach training with initial certification after Level 1 and full accreditation after Level 3.

Our accreditation is recognised by the International Coach Federation (ICF) as an Accredited Coach Training Program (ACTP) and is designed for experienced professional people who have a post-graduate degree and/or some business and management experience and want to further build on these skills. Each level of training includes a highly interactive workshop and the participants practice their newly learnt skills with each other under the close supervision of experienced executive coaches in our faculty. The practice continues after the workshops in peer coaching circles.

Graduates can then continue learning and working with other practicing organisational coaches through the activities of the alumni community of practice which includes the opportunity to join an online learning community, meet in co-coaching circles with peers and attend IECL alumni continuous professional development events.

If you want to become an internal or external coach, or feel that you have been unofficially coaching colleagues for years and would like to build on or consolidate your skills, please take a few minutes to read on and learn more about our training programs and IECL’s 20 year track record in this rapidly expanding field.

GRADUATE DIPLOMA AND MASTER DEGREE STREAM

Through our association with Charles Sturt University (CSU) our alumni are invited to continue beyond the ACTP stream to post-graduate studies at CSU, with the goal of attaining a:

- **Graduate Certificate in Organisational Coaching and Leadership** (IECL Levels 1 and 2* and two CSU subjects).
- **Graduate Diploma of Organisational Coaching and Leadership** (IECL Levels 1, 2 and 3*, IECL’s Principles of Organisational Coaching, plus four CSU subjects).
- **Master of Business Leadership or Master of Dispute Resolution**

Successful completion of the Graduate Diploma provides guaranteed entry with credits into either of these Masters programs at CSU.

*Any IECL courses completed prior to 2015 will require a short bridging assignment to bring you up to speed for CSU entry requirements.

JANE PORTER,
Head of Coaching and Education
IECL Coach Training teaches the science, the art and the mastery of organisational coaching.

In Level 1 the focus is on the foundational skills and tools of coaching. This means learning and practicing the proven coaching tools and their application, the mindset, landscape and frameworks for a coaching conversation as well as the structure of a series of coaching sessions. At the end of Level 1 you will have a grasp of the tools and skills as well as comprehensive practice in their use and the confidence to begin coaching. Level 1 is a recognised coaching qualification (for example, in Australia you can gain Professional Indemnity insurance as a coach with Level 1 certification).

In Level 2 our attention moves from the transactional skills of coaching to the more transformational aspects; intuition, reflecting back, listening for the “unsaid”. This is the true art of coaching and you will gain a deeper understanding of the full landscape of organisational coaching and your coachee’s place within it, as well as how to use your own mindful presence to deepen the coaching experience. Level 2 focuses on the quality of the relationship between coach and coaching counterpart, and the co-creation of a true dialogue.

Level 3 builds on Levels 1 and 2 to develop your mastery as a coach. In Level 3 we teach you how to hone and refine your coaching skills to become a true master of coaching. After Level 3 coaching has been applied and practiced to the point of mastery, powerfully enabling others to reach their potential in their chosen field. Level 3 teaches the transformational technique of Narrative Coaching as well as helping coaches to work at high levels in organisations, dealing with politics, authentic leadership and signature presence.

The theory that ties all of this practical coaching knowledge together is offered in the IECL course, Principles of Organisational Coaching. This course is offered and available to all Level 2 and 3 graduates and is a requirement of the Graduate Diploma of Organisational Coaching and Leadership. We highly recommend that you complete Level 2 and have approximately 50 hours of coaching experience before studying this theoretical material. The theory will then inform your growing coaching practice, as well as helping you to clearly articulate your coaching philosophy.
Note: If any IECL levels were completed prior to 1st January 2015 an additional “bridging” assignment will be required to bring that level in line with the 2015 courses for CSU credits. Principles of Organisational Coaching is the fourth IECL subject.
INTRODUCTION

IECL’s Accreditation program in organisational coaching is designed to ensure that coaches trained by us learn the ICF Core Competencies of coaching and meet the standards required by our corporate clients; it is therefore positioned at the leading edge of the organisational coaching profession. The program is made up of:

• Foundational knowledge – the theory and frameworks that underpin coaching,
• Practice knowledge – the tools and skills an organisational coach requires,
• Personal knowledge – the practice of self-awareness and being present.

Through a program of pre-work, intensive experiential workshops, coaching practice, reflective learning tasks and ongoing professional development, participants engage in, and become accredited members of our community of practice. IECL Accreditation is a prerequisite for those people interested in working with IECL as an Associate and this may be possible after completing Level 3. The IECL Accreditation is an International Coach Federation (ICF) Accredited Coach Training Program (ACTP) and is attained by completing Levels 1 to 3.

Our theory subject – Principles of Organisational Coaching – is available to those Level 2 and 3 students wanting to articulate to the Graduate Diploma pathway (via Charles Sturt University) and/ or those wanting to further their theoretical understanding of organisational coaching.

OVERVIEW

IECL’s ACTP Accreditation program consists of three levels of training leading to full accreditation. These levels are explained in the following pages and are shown in the accreditation pathway diagram. The first two levels of the three level accreditation program (Level 1 and Level 2 training) are designed to give participants a thorough grounding in coaching theory and practice, and an understanding of the coaching encounter so they can begin to practice professionally.

After the successful completion of the Level 2 training, coaches are invited to practice their coaching skills, logging approximately 50 hours before they engage with Level 3. Level 3 culminates in IECL Accreditation.

The Level 3 training focuses on advanced aspects of coaching, including: narrative coaching, coaching for signature presence, working with a strength-based mindset, contextual awareness when working at high levels in organisations, developing reflexive relational ability, organisational coaching as a profession/vocation and holding the ‘coaching crucible’.

At IECL we consider that the quality of the encounter between coach and coaching counterpart is the crucible in which change and growth can occur. We also recognise that coaching at different levels in organisations requires different sets of skills and tools. This means that coaches need to go beyond the foundational skills and tools (covered and expanded on in Levels 1 and 2) and develop other coaching styles and skills. This is done through the understanding and practice of “meta skills”. Meta skills bring awareness to the dance of relationship (trust, value and challenge) as well as to the choreography of the dance (skills and tools).

Once accredited with IECL, regular participation in IECL’s program of continuous professional development is recommended, and pathways towards the Graduate Diploma or Master programs through Charles Sturt University (CSU) become available.
ACTP Training Program: Level 1

The best place to start is at the beginning. Level 1 teaches the “science” of coaching; the essential foundational skills, including the models and structures that make up a robust process for high performance coaching sessions. The skills taught at Level 1 are essential communication skills that can be used in formal or informal coaching as well as in everyday life; both personal and professional. We teach these skills and tools in a very practical and experiential way, building on the knowledge already in the room. Those new to organisational coaching and those with more experience will benefit from this rigorous foundational program.

1.1 APPLICATION AND PRE-WORK

The Level 1 course is open to experienced, professional people with experience in the corporate arena (public or private), or a background in the fields of management, human resources, facilitation, consulting, psychology/ counselling, training, education and/ or leadership and preferably with a post-graduate degree or equivalent experience.

Level 1 commences online (part-time, flexible) three weeks before the workshop dates, when each participant is invited to engage in preparatory activities online in a social learning classroom, as well as background reading/videos.

A “coaching styles” questionnaire is also completed prior to commencement of Level 1.

1.2 LEVEL 1: COURSE CONTENT

At the end of Level 1 you will:

• Understand what organisational coaching is and the context within which it sits,
• Have learnt and applied foundational models of organisational coaching,
• Be able to demonstrate the ICF core competencies of a coach
• Have established your particular style as an coach and learnt how to develop it,
• Have learnt about the coaching relationship, in terms of framework, processes and outcomes,
• Have learnt how to frame and use coaching questions,
• Have practiced coaching and also had the experience of being coached,
• Have developed your “coaching toolbox” of useful models and skills,
• Complete a reflective learning task which measures your understanding.
• Have an IECL coaching app to help you embed your learning and provide “just-in-time” reminders, for more effective coaching.

A full manual and a comprehensive set of resources will be provided as part of the course.
1.3 LEVEL 1: COURSE DETAILS

The course comprises:

- Preparation and readings, online, from three weeks prior to the workshop,
- A three day intensive, experiential workshop,
- Three follow-on co-coaching sessions (required for certification),
- Additional learning activities online,
- A written Reflective Learning Task (to be written and submitted within a month from date of workshop),
- Participation in IECL’s Alumni Professional Development Network (first year membership included in course fee),
- Access to a variety of coaching resources and conversations in our online community of practice.

The course emphasis is on interaction and practice. Participants apply the techniques throughout the three day workshop and in the co-coaching sessions following the course. A certificate is issued on successful completion of the course.

1.4 LEVEL 1: CERTIFICATION

Investment for Level 1: $3,750^ plus GST

Investment for Levels 1 and 2 paid in advance offer: $6,500 + GST.

^ Prices are in Australian dollars. Prices are valid until 31 December, 2019.

Successful completion of all Level 1 requirements leads to certification at that level.

1.5 ONGOING ALUMNI BENEFITS

After graduating from Level 1, all alumni join the online community of practice which gives you ongoing access to IECL faculty as well as other subject matter experts in the worldwide Alumni. You can use the community to access a wide variety of alumni-only resources (such as CPD webinars, readings, sample contracts, Code of Ethics, sample coaching proposals, etc.) as well as asking questions of the community via private messaging, or a public blog. As far as we are aware, such access to the coaching faculty is unprecedented and is certainly invaluable. You will also be invited to join face to face evening events in your geographic region with Continuous Professional Development (CPD) topics (free of charge) as well as one day CPD events (a moderate fee applies).
ACTP Training Program:
Level 2

Level 2 represents the natural extension of the Level 1 training and completes your training in the basics of effective organisational coaching. After embedding the foundational knowledge through your coaching practice you are ready to take the next exciting step into more transformational organisational coaching.

In Level 2 we continue to work with frameworks and tools learnt in Level 1 and then expand on them as you learn to focus more on the subtleties and intangibles of the coaching relationship. At this level you begin to listen more for the “unsaid”, challenging assumptions and statements and creating a powerful and robustly effective coaching process.

As a coach you begin to change the focus of your coaching away from the detailed content of what your client is describing, to an exploration of how they are experiencing the situation, and may be able to respond differently.

2.1 PRE-WORK

Completion of Level 1 Certification is required prior to commencing Level 2. We also recommend that you have approximately 25 hours of coaching logged using your Level 1 skills and tools before progressing to Level 2.

Level 2 commences online with part-time and flexible participation three weeks prior to the workshop, where each participant is invited to engage in background reading/videos and other preparatory work.

2.2 LEVEL 2: COURSE CONTENT

In Level 2 we begin to focus on developing mindful presence, to be fully available to our coachee, and to listen more intuitively, allowing “listening between the lines” of what is said. We also explore the non-verbal signals we all send and how to work with those in coaching.

At the end of Level 2 you will have:
- Developed additional skills in building rapport and trust in the coaching relationship,
- Developed and demonstrated empathetic and deep listening, in order to “listen between the lines” and surface what’s below,
- Developed and demonstrated mindful presence, enabling greater self-awareness,
- Understood the importance of mindful presence in support of better coaching outcomes,
- Developed an understanding of how people make meaning and how this plays out, to enrich the coaching dialogue,
- Expanded understanding of a strengths-based approach to the coaching dialogue,
- Learned about powerful questions; what they are and how to use them in your coaching,
- Learned the CLEAR principles of coaching, and put them into practice,
- New ways to apply strengths based approaches in the coaching encounter,
- Developed strategies for managing stressful stories and situations in coaching to manage multiple perspectives,
- Practiced coaching, received feedback and experienced being coached.

Level 2 teaches you techniques and approaches that will help build stronger and more trusting relationships with your counterparts, and allow for more transformational coaching, therefore delivering stronger coaching results. What your Level 2 training will add to your coaching repertoire will assist your counterparts to change their old behaviours by being more self-aware, with an expanded perspective and access to deeper insights.
2.3 LEVEL 2: COURSE DETAILS

The course comprises:

- Preparation readings online, from three weeks to prior to the workshop,
- A three day intensive workshop including lunches and materials,
- Three follow-on co-coaching sessions (required for certification),
- Additional learning activities online,
- A written Reflective Learning Task (to be written and submitted within a month from date of workshop),
- Participation in the IECL’s Professional Development Network (first year membership included in course fee).

Investment for Level 2: $3,750\(^\text{^ plus GST}\)

Investment for Levels 1 and 2 paid in advance offer: $6,500 + GST.

\(^\text{^ Prices are in Australian dollars. Prices are valid until 31 December, 2019.}\)

2.4 LEVEL 2: CERTIFICATION

Successful completion of all Level 2 requirements leads to certification at that level.
ACTP Training Program: Level 3

The coaching relationship enters a new paradigm when working at top levels of industry and government and here coaching mastery is required. IECL’s Level 3 Organisational Coach Training Program focuses on the skills and meta skills required to coach at senior executive levels and coach in complexity.

3.0 LEVEL 3: PRE-WORK

Completion of Level 2 is required prior to commencing Level 3, and ideally Level 3 candidates will have logged approximately 50 hours of coaching since Level 2. Before joining Level 3, a conversation with our faculty may be required to check your level of coaching experience.

Three weeks prior to the Level 3 workshop, each participant is required to engage in preparatory work online (part-time, flexible).

3.1 LEVEL 3: COURSE CONTENT

Level 3 is aimed at growing coaches that have:
- Signature presence,
- Mindful presence,
- A strength-based mindset,
- Contextual awareness, and
- A focus on professional coaching, whether internal or external.

At the end of Level 3 you will have developed your organisational coaching artistry and will be equipped to coach in these areas:
- Mindfulness and reflexive awareness,
- Exploring authenticity, for yourself and your coachees,
- Developing signature presence,
- Narrative and strength-based coaching approaches,
- Values-based leadership,
- Coaching with values,
- Managing stressful stories and situations,
- Political savvy with an ethical basis, and
- Personal empowerment

3.2 LEVEL 3: COURSE DETAILS

The course comprises:
- Preparation online, from three weeks prior to the workshop,
- A three day intensive workshop,
- A take-home exam to assess learning,
- Three individual mentor coaching sessions including an assessment and feedback on one of your coaching sessions (via phone or Zoom),
- Three follow-on co-coaching sessions (required for certification),
- Additional learning activities online,
- An Action Learning Project (due three months after completion of Level 3 workshop).

Participation in IECL’s Professional Development Network (first year membership included in course fee).

These components provide the participant with IECL Accreditation.

Investment for Level 3: $4,600^ plus GST

^ Prices are in Australian dollars. This price is valid until 31 December, 2020.
ACTP Training Program: Level 3

3.3 ACCREDITATION

The full IECL (ACTP) Accreditation is granted on successful completion of Levels 1, 2 and 3.

STAYING ACCREDITED AFTER LEVEL 3

Once you complete the requirements of Level 3 Accreditation, we recommend that you maintain your accreditation through a program of Continuous Professional Development (CPD) as is common in most professions. To maintain accreditation we recommend:

1. Participation in regular coaching supervision and/or regular co-coaching circles (with other IECL alumni).
2. A minimum of 50 hours of logged coaching practice per year, plus
3. Attendance at two alumni CPD events per year (virtual, evening or one day events) or, regular participation in the alumni community of practice online. Principles of Organisational Coaching is a coaching theory subject that can be undertaken at any time during your coach training, after Level 2. (This course is also open to experienced coaches trained elsewhere).

4. You may also wish to attend optional coaching supervision sessions (available via Zoom and in most training locations with IECL trained supervisors).

OTHER ACCREDITATION OPTIONS

IECL Accreditation program is an International Coach Federation Accredited Coach Training Program (ICF ACTP). After the completion of IECL’s Level 1 and 2 courses, and a minimum of 100 logged hours of coaching experience, it is possible to apply for a credential from the International Coach Federation (ICF) as an Associate Certified Coach (ACC) via their ACSTH application path. (Note that you will require additional mentor coaching hours, which you can purchase from IECL via our “Fast Track to ACC” program). After completion of IECL’s Level 3, and with 500 hours of logged coaching experience, it is possible to apply to become a Professional Certified Coach (PCC) with the International Coach Federation using the ACTP pathway.

To find out more about ICF Accreditation options, you can download the details in PDF format from the ICF’s website at: www.coachfederation.org
Our Coach Training is so Highly Recommended it’s ‘World-Class’

According to our alumni of over 6,000 Organisational and Executive Coaches across the Asia Pacific, IECL’s coach training program has an overall Net Promoter Score\(^\text{®}\) (NPS\(^\text{®}\)) of +77.

WHAT IS CONSIDERED A GOOD NPS\(^\text{®}\)?

Given the NPS\(^\text{®}\) range of -100 to +100, a “positive” score or NPS\(^\text{®}\) above 0 is considered “good”, +50 is “Excellent,” and +70 is considered “world class.” Based on global NPS\(^\text{®}\) standards, any score above 0 would be considered “good”.

The scoring information is from https://www.questionpro.com/blog/nps-considered-good-net-promoter-score/

HOW DOES IECL COMPARE?

Below is a graph depicting IECL’s standing versus other reputable organisations and the Education Industry benchmark according to NPS\(^\text{®}\) Benchmarks.
Our Coach Training is so Highly Recommended it’s ‘World-Class’

WHAT IS NPS®?

The NPS® is a customer loyalty metric originally formulated by Fred Reichheld, Bain & Company and Satmetrix in 2003. It segments customers into three types based on a 0 to 10 scale of how likely they are to recommend the product or service:

- Passives who respond with scores of 7-8;
- Detractors who respond with scores of 0-6; and
- Promoters who respond with scores of 9-10.

With the NPS®, organisations can gauge the health of their client/customer/student experience programs, and in turn work to improve said programs.

HOW TO CALCULATE NPS®?

To calculate NPS®, you subtract the percentage of participants who are detractors from the percentage who are promoters. This returns a score between -100 and +100, which is the NPS®.

\[
\text{Net Promoter® Score} = \frac{\% \text{ Promoters}}{\% \text{ Detractors}}
\]

HOW DOES IECL COACH TRAINING SCORE?

<table>
<thead>
<tr>
<th>Level</th>
<th>Net Promoter® Score</th>
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<tr>
<td>IECL Coach Training</td>
<td>+77</td>
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<tr>
<td>Level 1</td>
<td>+75</td>
</tr>
<tr>
<td>Level 2</td>
<td>+81</td>
</tr>
<tr>
<td>Level 3</td>
<td>+81</td>
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Graduate Diploma of Organisational Coaching and Leadership

In partnership with Charles Sturt University (CSU), IECL are delighted to offer a Graduate Diploma of Organisational Coaching and Leadership. This provides the opportunity to gain a recognised higher education qualification in coaching: advantageous as the industry continues to develop towards greater professionalism.

CSU is a highly regarded national Australian University with campuses offering state-of-the-art teaching and research facilities throughout regional NSW and Victoria. CSU is a leading provider of distance education in Australia with degree programs that serve the broader professional needs of Australia’s economy.

The Graduate Diploma of Organisational Coaching and Leadership will be made up of four coaching subjects from IECL (Levels 1 to 3 plus an additional assignment* and a new subject: Principles of Organisational Coaching) and four leadership subjects from CSU.

Successful completion of the Graduate Diploma provides guaranteed entry (with credits) into CSU’s Master of Business Leadership or Master of Dispute Resolution.

A Graduate Certificate in Organisational Coaching and Leadership (two IECL subjects and two CSU subjects) is also available.

**GRADUATE CERTIFICATE**

**IECL SUBJECTS (TWO, BOTH REQUIRED)**

Coaching Theory to Practice 1 (Level 1 Coaching Certification*)
Coaching Theory to Practice 2 (Level 2 Coaching Certification*)

**CHARLES STURT SUBJECTS (TWO, RESTRICTED ELECTIVES)**

Plus two CSU Restricted Electives. Choose two from:

- MGT559 - Contemporary Issues in Leadership
- MGT568 - Difference and Leadership
- MGT569 - The Leadership Challenge
- MGT584 - Leadership in Teams
- MGT599 - Leadership Theory and Practice (16 points)**

* If you have completed any Levels prior to 1st January 2015 an additional bridging assignment will apply (see page 17 for details).

** Double subject studied in one session. Students who complete MGT599 are not required to complete a second Restricted Elective.

**GRADUATE DIPLOMA:**

**IECL SUBJECTS (TWO ADDITIONAL, ON TOP OF GRADUATE CERTIFICATE SUBJECTS)**

Advanced Coaching Practice (Level 3 Coaching Accreditation*)
Principles of Organisational Coaching

**CHARLES STURT SUBJECTS (TWO, RESTRICTED ELECTIVES)**

Plus two CSU Restricted Electives not previously completed. Choose from:

- MGT559 - Contemporary Issues in Leadership
- MGT568 - Difference and Leadership
- MGT569 - The Leadership Challenge
- MGT584 - Leadership in Teams
- MGT599 - Leadership Theory and Practice (16 points)**

* If you have completed any Levels prior to 1st January 2015 an additional bridging assignment will apply (see page 17 for details).

** Double subject studied in one session. Students who complete MGT599 are not required to complete a second Restricted Elective.
Graduate Diploma of Organisational Coaching and Leadership

Pathways are available from the Graduate Diploma to:

MASTERS PATHWAYS

**Master of Business Leadership:**
Subject options available at

**Master of Dispute Resolution**
(students are required to complete all four Core Dispute Resolution subjects):

- HRM540 - Theories of Conflict Resolution
- HRM545 - Skills of Conflict Resolution
- LAWS16 - Dispute Resolution: Methods and Results
- LAWS17 - Mediation: Processes and Uses

Further information regarding the Master of Dispute Resolution at
http://www.csu.edu.au/handbook/handbook18/courses/MasterofDisputeResolutionArticulatedSet.html
Principles of Organisational Coaching

We invite you to engage with the theory and knowledge base of Organisational Coaching through a fully flexible online course; Principles of Organisational Coaching. This forms part of IECL’s Graduate Diploma of Organisational Coaching and Leadership stream, in association with Charles Sturt University (CSU) and is a required subject for those wishing to go on to complete that qualification, leading to eventual articulation into two distinct Master degree streams at CSU.

Offered fully online each year, this course views coaching as a multi-disciplinary professional practice that draws on a number of areas (i.e. adult education, systems theory, leadership theories, developmental and strength-based psychology). Participants will have the opportunity to reflect on and critically analyse the various philosophical and theoretical concepts and synthesise them for their own application of organisational coaching.

At the completion of this course, students will have:

• Reviewed and critically analysed the definitions of organisational coaching and their origins,
• Reflected on and critically analysed the body of conceptual, theoretical and knowledge assumptions that underpin organisational coaching including its history and development,
• Synthesised these understandings into an integrated body of knowledge for application in their professional practice and be able to communicate this to others,
• Critically reflected on strength-based work and its application to organisational coaching, especially in terms of its application in practice.

The course includes the following topics:

• What is organisational coaching and how can it be defined?
• The different knowledge bases and theoretical assumptions underpinning organisational coaching and how they shape coaching practice,
• Approaches and strategies for evaluating the coaching engagement,
• Developments in organisational coaching; Diversity,
• Developments in organisational coaching; Mindfulness,
• Developments in organisational coaching; Neuroscience,
• The continuing professional development of the organisational coaching practitioner,
• Exploring the future of Organisational Coaching.

FORMAT

This course is offered entirely online to allow for optimal flexibility and accessibility. It offers 140 hours of distance education, 50 hours of which is made up of participation in an online “social learning community” where readings and other learning resources can be accessed, and asynchronous discussion forums are held. Reading, self-study and work on assignments account for the remaining 90 hours.
Principles of Organisational Coaching

ASSESSMENT
Two written assignments measure your understanding of the learnings and account for 80% of your marks (participation online accounts for 20%). In the written assignments you will be expected to refer to the readings provided, make use of academic referencing and write approximately 2,000 words per assignment. An IECL referencing style guide will be provided.

CCEUS
The ICF allows 16 hours/CCEUs (or 16 Continuing Coach Education Units) of self-study for this course (of the 40 required for each renewal process).

LOGISTICS
This course runs for 14 consecutive weeks. Assignment One is due in week five and Assignment Two in week 12.

This course is offered only in English at this stage.

Cost: AU$2,500 + GST (valid until 31 December, 2019).

YOUR SUBJECT CO-ORDINATOR
This course will be facilitated online by Jane Porter, IECL Head of Education. Jane holds a MCC credential with the ICF and has been a practicing organisational coach throughout Europe and Australasia. She has over 4000 hours of coaching experience.

BRIDGING PROGRAM TO GRADUATE DIPLOMA STREAM
For prior students of the IECL (completing any subject before 1st January 2015) a Bridging Program is available to allow you to convert your IECL Levels 1, 2 and/or 3 to the IECL subjects required for enrolment in the Graduate Diploma.

The Bridging Program consists of one essay style assignment per person (2000 - 3000 words) that assesses your learning at whatever level you have previously completed (Level 1, 2 or 3).

Academic writing and referencing is required and an IECL referencing guide will be provided. Once you successfully pass this Bridging Program, you will receive a transcript for the subject(s) you can now gain credit for at CSU. Then you need to complete Principles of Organisational Coaching before you can apply to CSU for the Graduate Diploma.

Bridging Program fee: AU$300 + GST
# 2019 Organisational Coach Training Course Schedule

## INTRODUCTORY EVENINGS

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### CANBERRA, PERTH, ADELAIDE AND BRISBANE WORKSHOP DATES

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### HONG KONG WORKSHOP DATES

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### SINGAPORE WORKSHOP DATES

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### “PRINCIPLES” DATES

This course runs for 14 consecutive weeks over the following dates:

2019:
3 June - 30 August

Allow 2-3 hours a week at a time that suits you for the three weeks prior to the workshop to complete online preparation and the four weeks after the workshop to embed learning.
# 2020 Organisational Coach Training Course Schedule

- **INTRODUCTORY EVENINGS**
- **LEVEL 1**
- **LEVEL 2**
- **LEVEL 3**

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## “PRINCIPLES” DATES

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- **2020:**
  - 15 June - 11 September

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## SINGAPORE WORKSHOP DATES

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## SHANGHAI BEIJING & SHENZHEN WORKSHOP DATES

TO BE CONFIRMED

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Allow 2-3 hours a week at a time that suits you for the three weeks prior to the workshop to complete online preparation and the four weeks after the workshop to embed learning.
What Our Graduates Say

Enriching, challenging, positive, practical. (10 out of 10).
National Manager, Sales Development & Coaching, SingTel Optus

I found this program challenged me in a way that I wasn’t expecting. I learnt a lot about myself and walk out of the door as a more capable people leader.
Practice Leader, Talent & Diversity, Westpac Banking Corporation

The content, structure and facilitation was extremely well presented. The facilitators made it easy to learn and applied the perfect amount of “tension”. By applying these skills and concepts you can see an appreciable change in both performance and corporate culture. Thank you for your dedication, passion and commitment to your course. It is very appreciated.
Head of Learning & Development, Fujitsu Australia-New Zealand

Extraordinarily balanced and engaging. Could not find a fault if I tried.
Sales & Marketing Manager, Australian Council for Educational Research

Fantastic course with good balance between theory and practice. Feel more comfortable and competent as a coach!
Director, Settlement Planning & Info, Dept of Immigration & Citizenship

Extremely high value, not only because I got what I expected (i.e. the tools) however it stretched and challenged me - and this is exciting.
Business Development Manager, Woolworths Limited

Excellent. The most interactive program I’ve ever attended. (10 out of 10).
People & Development Manager, King & Wood Mallesons

I now feel so much better equipped to support colleagues and myself through the process of identifying and focusing energy on the issues and actions that will bring about impact and change. I’m a very critical evaluator but this program truly was great!
Thanks!
Vice President, Learning & Development, Human Resources, Merrill Lynch Hong Kong

Outstanding mix of facilitators who were prepared to share their experiences and differing views and approaches. This (Level 1) is hands down the most valuable learning program I have attended. I was educated and challenged at every stage of the program.
Head of People & Culture, Global Product, NAB

I thoroughly enjoyed Level 2, I left challenged and energised. My goal was to deepen my ability to be mindful and I leave today feeling I have achieved it and much, much more.
Store Manager, IKEA

Excellent. I learnt a huge amount about myself and practical skills which I will use in the future.
Director, People Transition, Lloyds International

(The Level 3 program) is brilliantly conceived and expertly executed...this is a great course and very timely for my development...as usual, the participants taught as much as they were taught.
MAC, Transpower NZ Ltd

Positive, empowering, energetic, brilliant. The values-based approach with focus on ethics and accountability is appropriate.
Project Manager, NAB

(Level 3 was) excellent - again! Great trainers, great working/learning environment and great people.Thanks a lot.
Career Management, University of St Gallen, Switzerland
Our Facilitators

JANE PORTER, MCC
Head of Coaching and Education

QUALIFICATIONS
• Accredited Coach, Level 3, IECL
• Accredited Coach Supervisor
• Dip. Coaching, Majors in Executive and Business Coaching
• Certificate IV Life Coaching
• Dip. Professional Counselling, Work Place Counselling & Counselling Workplace Issues
• Certificate IV Training and Workplace Assessment
• BA Honours Degree, Leeds University, UK

ACCREDITATIONS
• Master Certified Coach (MCC), International Coach Federation

BACKGROUND
Jane has been involved in coach education at since 2007 with a focus on program development, mentoring, supervision and assessment. As a practicing coach she has coached individuals, groups and teams across Australia, New Zealand, India, Singapore, Hong Kong, China, Malaysia, Philippines, Indonesia, Taiwan, Thailand, Vietnam, Japan, Mongolia, The United Kingdom, The Netherlands and Germany. She has over 4000 hours of one on one and group Executive Coaching experience plus several thousand hours of Leadership facilitation. Jane’s formative leadership years were in publishing in the UK and Europe, her career then developed with a focus on training and leadership development in the corporate space.

JOHN RAYMOND, PCC
Head of Asia

QUALIFICATIONS
• M.AppSc Coaching Psychology USYD
• Accredited Coach, Level 3, IECL
• B.Comm, UNSW
• Associate Certified Coach, International Coach Federation
• Coach U Graduate and Coaching Clinic Master NLP coach and trainer
• Certified Counsellor, Choice Theory

ACCREDITATIONS
• Herrmann Brain Dominance Instrument (HBDI)
• Genos Emotional Intelligence Assessment

BACKGROUND
John has been involved in coaching since it started to take hold in the Australasian region in the mid 1990s and he is passionate about the professionalisation of the industry. To this end, John has held leadership positions and contributed to various committees over many years. His most recent contributions have been through his role as President for the International Coach Federation – Australasia and as a member of the Standards Australia working party that has written the guideline for Coaching in Organisations - a global first.
Our Facilitators

JOHN MATTHEWS, PCC Facilitator and Master Coach

QUALIFICATIONS
• M.Ed, Loyola University, Chicago
• Accredited Coach, Level 3, IECL
• PCC, International Coach Federation

ACREDITATIONS
• LSI/GSI feedback tools accreditation (Human Synergistics)
• DISC accredited
• Belbin Team Roles Accredited
• Professional Certified Coach (PCC), International Coach Federation

BACKGROUND
John is a co-founder of the Institute of Executive Coaching and Leadership. Over the past 15 years, John has spent over 11,000 hours coaching executives from some of the world’s most prominent organisations. His expertise does not only encompass the commercial world, he coaches and advises a number of Australia’s most senior government department secretaries. On a daily basis, John works with the most senior executives of high profile institutions in banking and finance, professional services, retail, information technology and telecommunications. He has worked with IBM in the development of its ‘High Performance Teams’, Telstra in the design and delivery of its cultural change initiative ‘Unleashed’ and AMP and NAB in developing their mentoring programs. Other clients include The Asian Development Bank, ANZ Banking Corporation, Fairfax Newspapers, AGL, law firms Clayton Utz and Freehills, IAG, Environmental Resources Management and ANSTO. John is a sought-after speaker and media commentator on corporate leadership and culture change. He has an engaging presentation style, earning the respect of his audience by challenging and holding participants accountable for their own learning in a compassionate and inspiring way. He has been described by a leading coach in this way: “After working with John people are different. He has a mystical way of combining tough with tender, rigour with compassion and intelligence with respect. He delivers without offence and creates in others the desire to continually become greater.

CHIP MCFARLANE, MCC, Master Coach and Facilitator

QUALIFICATIONS
• Master Coach with over 11,000 hours of organisational coaching experience
• Accredited Coach, Level 3, IECL

ACREDITATIONS
• HBDI (Herrmann Brain Dominance Instrument)
• Certified Practitioner of executive coaching
• Leadership Development Framework
• NLP practitioner; Enneagram

BACKGROUND
Chip grew up in New York City and has coached internationally in the US, London, Singapore, Paris, Hong Kong and Australia in industries such as banking and financial services, pharmaceutical companies and professional service firms. His experience ranges over a number of areas of leadership development including training and coaching the elements of inspirational leadership and skill development. He partners with CEOs and Senior Executives as they navigate the growing complexity of today’s business environment and balance the paradoxical demands that affect leaders. Chip has over 11,000 hours coaching experience at the executive level and the nature of his assignments have included coaching senior individuals around business skills, interpersonal skills and the full spectrum covered by leadership and management competency.

Chip has been a key facilitator on the IECL’s organisational coach training program since 2002 and continues to teach as well as review the curriculum and the ongoing development of our world-class coach training faculty.
Our Facilitators

**Irene Booth, PCC Senior Coach and Facilitator**

**Qualifications**
- M.Ed (Adult) UTS
- B.Ed (Adult) UTS
- Grad. Cert. In Training/Action Learning Facilitation UWS
- Cert. IV Workplace Training and Assessment
- Cert. In Marketing
- Cert. Foundations of Quality Management
- Statement of Attainment Project Management (2005) Sydney University
- Advanced Leadership Program (2005) AGSM
- Accredited Coach, Level 3, IECL

**Accreditations**
- Professional Certified Coach (PCC), International Coach Federation

**Memberships**
- Australian Human Resources Institute
- Australian Business Limited
- PCC, International Coach Federation

**Background**
Irene's extensive experience in senior leadership and educational roles spans both the public and private sectors. She is highly capable in the analysis, design, development, evaluation, adaptation and delivery of effective training programs and learning services; and is a competent coach, master facilitator, presenter, program developer and business strategist. In Irene's present role as Associate Director, Education at the IECL, she coaches executives in the higher education, health, finance, insurance, marketing and not-for-profit sectors; and facilitates coaching, mentoring and conversation programs across Australia, Asia and New Zealand. Irene's coaching and facilitating style is both supportive and challenging to enable rich and rewarding change to occur.

**Paula Feathers, PCC Senior Coach and Facilitator**

**Qualifications**
- MBA (Bradford University Business School)
- B.Sc (Hons) Industrial Technology
- Accredited Coach, Level 3, IECL
- Cert. CAPP (Centre for Applied Positive Psychology)
- IECL Qualified Coach Supervisor

**Accreditations**
- Associate IECL
- LEADR Accredited Mediator
- Associate Certified Coach (ACC), International Coach Federation
- Certified in MBTI Steps 1 and 2
- Certified in MTR-i team instrument
- Certified TMI suite of instruments

**Memberships**
- MCI PD Chartered Member of UK Institute for Personnel and Development
- NZ Leadership Development Centre Coaching Panel member
- NZ Leadership Development Centre Facilitation Panel member
- Ministry of Business Innovation and Employment Approved Coach
- Ministry of Foreign Affairs and Trade Approved Coach
- Ministry for Primary Industries Approved Coach

**Background**
Paula held leadership positions in the Oil Industry in Scotland before emigrating to New Zealand in 1994. She has been facilitating and coaching since the mid 1990's, working mainly with mid level and senior managers in the Public Sector but also with clients in banking, the construction industry, the film industry and the not for profit sector. Paula recently worked in Nepal for an NGO where she coached staff on teamwork and conflict management. Paula is also a qualified workplace mediator. As an experienced coach and facilitator, her skill lies in being able to present complex concepts in an engaging, energetic and accessible manner.
Our Facilitators

**CHARITY BECKER,**
PCC Senior Executive Coach and Facilitator

**QUALIFICATIONS**
- Accredited Organisational Coach, Level 3, IECL
- Professional Certified Coach (PCC), International Coach Federation
- Team Coaching, IECL
- Accredited Coach Supervisor, IECL

**MEMBERSHIPS**
- Psychotherapist (PACFA)

**BACKGROUND**
Charity is skilled at building trusting relationships fast and working with clients in a way that is respectful, warm and challenging. Charity brings a myriad of theories and methodologies into the coaching environment so each relationship is tailored to the individual client organisation and coaching counterpart. Charity began her corporate career in the leadership, talent and culture space in financial institutions and worked on the strategy and implementation of ANZ and NAB’s executive coaching panels. Charity has facilitated programs on leadership skills, coaching skills, ethical literacy, and 360 feedback to audiences from banking and finance to retail and educational audiences.

Charity’s background has provided her with a strong ethical imperative to ensure coaching is results focused and business oriented, as well as personally challenging and rewarding for her counterparts.

**PETER SHIELDS,**
PCC Senior Executive Coach and Facilitator Sydney Based

**QUALIFICATIONS**
- Accredited Organisational Coach, Level 3, IECL
- Professional Certified Coach (PCC), International Coach Federation
- Education: Cert (Creativity Psychotherapy); Cert IV (Workplace Training and Development)

**ACCREDITATIONS**
- Diagnostics: TLC, LSI, GSI, TMP Styles, Genos (EI)

**MEMBERSHIPS**
- Memberships: Faculty member and accredited facilitator for The Leadership Circle

**BACKGROUND**
Peter has delivered more than 2,000 hours of executive mentoring and coaching to business owners, MDs, GMs, CFOs, senior government managers, sales and marketing managers, engineers, salespeople and others. Peter’s industry experience includes many of Australia’s top companies in Mining, Energy, IT, Banking, Legal, Media, Environment, Transport; Pharmaceutical, Advertising, Chemical and Manufacturing businesses.

Coaching: Peter expertly coaches individuals to access the full potential of their ‘business thinking’ by helping them to contextualise, understand and manage the key drivers behind leadership performance – the patterns and habits of thinking. With a keen focus on business results, Peter respectfully challenges individuals to uncover the full potential of their strengths for leading people to high performance.

Peter has developed a calm and politely assertive Facilitation style that powerfully supports participants to engage with the workshop material. He works hard to ensure all participants meet their individual and group learning needs.
Pricing Guide

PRICING GUIDE 2019

<table>
<thead>
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<th>COURSE</th>
<th>2019 AUS Price^</th>
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<tbody>
<tr>
<td>Level 1</td>
<td>$3,750 + GST</td>
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<tr>
<td>Level 2</td>
<td>$3,750 + GST</td>
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<tr>
<td>Level 1 and 2 paid in advance</td>
<td>$6,500 + GST</td>
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<tr>
<td>Level 3</td>
<td>$4,600 + GST</td>
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<tr>
<td>Principles of Organisational Coaching</td>
<td>$2,500 + GST</td>
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<tr>
<td>Bridging Program</td>
<td>$300 + GST</td>
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For New Zealand, Hong Kong, China and Singapore prices please see www.iecl.com

Payment at each level includes one year free membership per course to the IECL’s Community of Practice and all required follow-on learning sessions and professional development activities during that time.

CANCELLATION AND DEFERRAL POLICY,
INCLUDING MONEY BACK GUARANTEE

Payment in full is required 14 days from date of invoice. A 100% money back guarantee applies if you are not satisfied after the first day of the Level 1 workshop. Cancellations or deferral of dates received up to 21 days prior to commencement of the workshop will be refunded in full. Except in the case of compassionate or compelling circumstances, cancellations or deferrals received between 20 and seven days prior will be charged at 25% of the course fee. Cancellations or deferrals received between six and three days prior will be charged at 50% of the course fee. Cancellations or deferrals with less than 48 hours’ notice will incur the full course fee unless a medical or other certificate supporting non-attendance is provided.

^ Prices are in Australian dollars. Prices are valid until 31 December, 2019.
Enrolment Form

Please note that enrolment in the Graduate Certificate or Graduate Diploma is through CSU (not through IECL). IECL credits will be recognised by CSU with an IECL transcript for each subject completed.

Please complete the form below and return by email to coach@iecl.growthops.com.au

PERSONAL DETAILS

Name:

Organisation:

Address:

City/Suburb:

State: [ ] Postcode: [ ]

CONTACT DETAILS

Telephone:

Fax:

Mobile:

Email:

Course (date/place) applying for:

PAYMENT

Bankcard [ ] Visa [ ] Mastercard [ ]

AMEX [ ]

Cardholder:

Card number

Credit Card Verification Number

Bankcard/Visa/Mastercard Holders: last three digits of number printed on signature panel on the back of your credit card.

AMEX Card Holders: four digits printed above your credit card number on the front of your card.

Total Amount $__________

Signature

Expiry Date __________ / ______

Cancellation Policy & Money Back Guarantee:

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☐ I have read the IECL’s Cancellation and Deferral Policy and agree to abide by it.