



QUEEN'S UNIVERSITY
**MANAGEMENT
SCHOOL**




Queen's University
Belfast

Diploma in

**EXECUTIVE
COACHING AND
BEHAVIOURAL
CHANGE**



WILSON SLOAN



Coaching is increasingly recognised as an integral element of professional and working life, in the pursuit of capable leaders, motivated staff, enhanced performance and business results.

Coaching skills are a critical requirement to enable businesses within the province to develop and retain talent and achieve competitive advantage.

Diploma in Executive Coaching and Behavioural Change

The CIPD defines coaching as 'developing a person's skills and knowledge so that their job performance improves, hopefully leading to the achievement of organisational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual's private life.'

Coaching is increasingly becoming recognised as an integral element of professional life in the pursuit of capable leaders, motivated staff, enhanced performance and business results. Coaching skills are a critical requirement to enable businesses within the province to develop and retain talent and to achieve competitive advantage. The Diploma in Executive Coaching and Behavioural Change has been designed in collaboration with Wilson Sloan Consulting to provide a robust accredited programme and encourage good practice within the industry.

Course Objective

The Diploma in Executive Coaching and Behavioural change aims to provide participants with the opportunity to:

- understand the nature and purpose of coaching and identify where such interventions are appropriate and can add value;
- have a working understanding of psychological models that can be applied to coaching, for supporting change in human behaviour, attitudes and motivation
- have a working understanding of coaching related tools and techniques;
- develop the competencies required to deliver professional business coaching;
- develop the coach and enable an enhanced self awareness regarding their own style in coaching and the implications of this on the relationship;
- develop coaches knowledge and skills base;
- provide students with the opportunity to study organisation dynamics, the psychology of coaching and behavioural change;





Who is it for?

- Internal business coaches
- Existing executive coaches requiring professional accreditation and further knowledge and skills
- Line Managers who need to support and motivate staff
- Human Resources Directors in all sectors
- Trainers who want to learn how to embed learning
- Consultants working in organisation development and strategic HR
- Occupational Psychologists
- Individuals involved in talent management and business psychology
- Individuals beyond the business sector with an interest in developing potential

The Diploma follows a structured curriculum, combining best practice coaching and psychological theory with a practical, experiential focus. Acquisition of knowledge and understanding is through workshops, guest speakers, directed reading, case study investigations, group work, presentations, private study, peer support, supervision, psychometric testing and feedback. Workshops comprise a mix of theoretical input, case studies, group work, inquiry and practice coaching sessions. Workshops are delivered by highly qualified professionals and academics from Ireland and UK with very specific experience in coaching and behavioural change.

The development of the individual as a coach permeates the programme. In between workshops participants will engage in psychometric testing and related feedback, one to one sessions



with the tutor, co coaching sessions peers, undertake their own coaching and engage in the supervision provided. Students will also be required to maintain a reflective learning log, read the recommended reading list and write responses to analysis of the required reading and related inquiry. A written piece (c 3000 words) will also form an integral element of the final assessment process.

Learning outcomes

On successful completion of course graduates will be awarded a Diploma in Executive Coaching and Behavioural Change. They will also have developed the competence, knowledge and skills to enhance their coaching offering. The Diploma is based on the university wide modular framework and is awarded to the student based on their performance over all of the modules, the supervised coaching sessions, the reflective learning log, plus the written work (3000 words). Marking is based on the agreed University marking scale. Candidates must attend all taught modules, supervision and submit reflective learning log and written work (3000 words) to be eligible for the award of Diploma.

Programme structure

The programme structure of the Diploma provides the equivalent of 150 training hours (90 hours workshop time, 60 hours of coaching, supervision, peer support reflective learning and written work)

There are six non-residential workshops, delivered over an eight-month period. The timetable is typically 9am to 5pm for each day of the programme. All workshops are 2 days, with the exception of workshop 1.

Workshops will take place at Riddel Hall, Queen's University Management School, Belfast.

Content includes:

- The foundations and domains of coaching
- Key coaching competencies and core skills
- The concept of behavioural change and potential
- The Psychology of Coaching (Gestalt, systems, TA)
- Personality and Coaching
- Tools and Techniques and coaching models (NLP, transformational, solution based)
- Facilitation and team coaching
- Professionalism and ethics
- Applications in leadership, talent management and change
- Assessing the value of coaching and related effectiveness



The schedule for the cohort commencing December 2011 is as follows:

1st December 2011
18th & 19th January 2012
22nd & 23rd February 2012
27th & 28th March 2012
2nd & 3rd May 2012
13th & 14th June 2012

Final date for coursework submission:
1st August 2012

Fee: £5,250

Entrance requirements

We normally expect students to be working in the field of coaching or planning to work in that area in the future. All students are required to have access to suitable 'coachees' for supervised practice.

The entrance requirements are those set by the University in its general entrance requirements (www.qub.ac.uk/ado). In all cases GCSE English Language at Grade C (or an acceptable equivalent qualification) must be offered, together with passes in the General Certificate of Secondary Education (grades A, B or C) and the General Certificate of Education (Advanced Level) as follows:

Either

- a. Passes in five subjects, two of which should be at A-Level (GCE or VCE)
- or**
- b. Passes in four subjects, of which three should be at A-Level (GCE or VCE)

Modified entrance requirements may be applied. Where candidates have sufficient work experience in a relevant area (eg management, coaching, organisation change) and where they can show that this work experience has equipped them with the required skills of reading, analysis, and writing then these will be taken into account.



Queen's University Management School - Leadership Institute

The Leadership Institute has been established by Queen's University Management School to provide a focus for leadership research, education and practice in Northern Ireland.

The Leadership Institute delivers high quality executive education programmes through experienced and knowledgeable full-time faculty, international adjunct faculty (including experienced practitioners, faculty members from other international institutions and consultants) and in partnership with internationally-recognised business schools. This takes place within a research-led environment in Queen's University Management School and builds on and exploits the distinctive research expertise in the School and across the University.



Wilson Sloan Consulting

Wilson Sloan Consulting works within the private and public sector in Ireland and UK - creating organisational development strategies which bring behavioural change coupled with business results. An area of specific interest and expertise is in executive assessment and development, with a specific focus on coaching.

Paula Wilson has developed the programme drawing on a delivery team of colleagues who provide specialisms in the coaching field. FCIPD, Member of the Association for Coaching, an NLP practitioner, she has substantial coaching experience. Using a combination of tools and techniques she assists clients to increase their own self awareness, develop required competence, capability and commitment and 'be the best version of themselves'. Paula also supervises coaches and has undertaken a one year Diploma in Coach Supervision.

As Programme Director she undertakes aspects of modular delivery, coaching and supervision and manages the delivery team which includes:

Dr. Corina Grace has extensive experience in the field of coaching at a group and individual level and is highly experienced in stimulating self awareness, self directed learning, open dialogue and learning methodologies. She has a proven track record in designing and implementing major organisational change programmes and the development of high potential. Her recent book is 'Taking Charge of Your Career and Find a Job You Really Love!'

Ian Ross is a UK based consultant who offers a rare combination of the highest accreditations possible in Neuro-linguistic Programming (INLPTA Master Trainer and Coach Trainer) together with negotiation and conflict resolution studies at Harvard, and over 20 years experience as an executive coach and facilitator.

Dr Cyril Kirwan is an experienced organisation development consultant and coach who has a particular interest in learning evaluation and transfer. He is the author of Improving learning transfer (Gower, 2009), a Certified Management Consultant, Chartered Fellow of the CIPD, a Fellow of IITD, and a Visiting Academic Fellow at Henley Business School.

Application Details

For an application form and further information:

Tel: 028 9097 4200
Email: exec.ed@qub.ac.uk
www.qub.ac.uk/mgt

or for written correspondence:

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