

Coaching Development Programme



The drive for greater professionalism and skills in coaching has come about as coaching becomes a significant part of learning and development strategy for most organisations. The Palladium Coaching Development Programme is for both managers and professionals who wish to develop or enhance their personal coaching skills.

Who is the programme for?

This programme has been designed for:

- Functional and/or Team Manager's
- HR Professionals supporting line managers and/or other employees in their development
- Any Professional or Manager who is passionate about motivating, developing and supporting individuals and/or teams to achieve their objectives
- Individuals who have a basic understanding or knowledge of coaching and who wish to extend and develop the importance and effect of coaching within their organisations
- Rising number of Professionals and Managers who are seeking to benchmark and accredit their coaching skills against a national standard

What is it about?

The Palladium Coaching Development Programme is designed to develop both the attitudes and skills of an effective professional coach across all market sectors. Our four stage learning and development model underpins knowledge with practical application, observation and feedback, creating the opportunity for individuals to become highly proficient.

We will question, encourage, challenge and support you in your learning. Our Tutors use best practice coaching tools and techniques, providing you the opportunity to develop yourself so that coaching becomes a natural part of your skill set. As you develop your self awareness, you will become more able to actively listen, question more deeply and accurately, be more aware of your perceptions, and become more skilled in communicating effectively.

As you increasingly bring this approach into being at work, the quality of your attention and engagement will become a catalyst which accelerates your coachees progress. They will feel empowered, motivated and engaged to perform at higher levels.

Benefits to the individual?

- The opportunity to experiment with, and practice different coaching techniques and styles
- Ongoing feedback to build your confidence and competence in coaching
- A wide range of methodologies giving the skills needed for different coaching situations
- Equips coaches to manage diverse management development requirements
- Modular approach in bite size chunks

Benefits for the organisation

- Confident, skilled coaches able to work flexibly in a wide variety of coaching situations
- Development of a coaching culture within the organisation
- Sharing of best practice across different organisations

Programme Structure and Delivery Mode

The Palladium Coaching Development Programme has four stages commencing with the Coaching Skills for Professionals Module (ILM Endorsed Award), progressing to the ILM Level 3 or 5 Coaching Qualification. Stage 4, Coaching Surgeries provides on-going support that helps both individuals and organisations gain maximum return for their investment.



Our delivery style reflects a person centred approach. Our principle learning style is experiential learning: learning by doing, coupled with personal reflection and exploration. Learning is facilitated by two trainers, presenting independently and in partnership.

Coaching Skills for Professionals



Winning the co-operation you need to deliver the results you want

Overview

This short programme supports managers in proactively developing their organisations and facilitating change by nurturing talent, enabling learning and development, and encouraging personal growth. For change and/or development to be of value, managers must be able to utilise a range of coaching and facilitating methods and techniques to bring the best out of their people. It also provides the foundation for those managers and professionals who plan to advance to either the ILM Level 3 Award or Level 5 Certificate in Coaching Qualification.

Asking effective questions

Learn and practise asking questions that put the ball firmly back in the other person's court and getting them to take responsibility for their own actions.

Insightful listening

Learn to read and interpret the clues in people's answers that help you work out what they really mean and break down people's resistance to your requests.

Managing coaching conversations

Use a simple and powerful technique that moves people quickly from their present problem to a positive action plan which they are personally committed to.

Real skills through real practise

Throughout the programme you will practise real coaching skills on real people, not through artificial role playing exercises. Your personal confidence grows with each workshop.

Flexibility and adaptability

Coaching encompasses a spectrum of skills, many of which you already have. We help you enhance these and develop others to enable you to manage a greater range of situations.

Programme Objectives

- Apply basic principles of coaching
- Recognise personality and learning styles, and how to adapt yours
- Define SMART objectives to structure individuals development to meet organisational/team performance requirements
- Build rapport/empathy through effective questioning and listening skills
- Provide and receive positive/constructive feedback
- Identify personal development opportunities
- Use non-verbal communication to enhance your coaching style
- Create an environment for change

Delivery

The programme is delivered at Tredomen Gateway, Ystrad Mynach, through two full-day workshops, commencing at 9.30 and concluding no later than 16.30.

Assessment

A Coaching/Mentoring Diary, documenting at least 4 hours worth of diary entries from actual coaching or mentoring activities.

Investment

Total investment for this Module is £380 per person. Alternatively, this programme can be delivered internally to your organisation for a total investment of £3220. Based on a group size of ten persons, this reflects an investment of £322 per person. This cost includes all relevant materials but excludes any costs associated with the venue.

Ilm Accreditation (optional)

For an additional investment of £59.00 per person, and on successful completion of this short programme and associated Coaching Diary, the Institute of Leadership and Management (ilm) will acknowledge the participant through the Development Award and six months full ilm membership which includes access to online support materials, study guides and career development support.

Progression

Progress to the ILM Level 3 Award (Stage 2) or the ILM Level 5 Certificate (Stage 3) in Coaching. Alternatively our Coaching Surgeries (Stage 4) can provide on-going one to one support in developing your competency in this discipline.

ilm Level 3 Award in Coaching

The ILM Level 3 Award in Coaching aims to provide practising and potential first line managers and professionals with the knowledge, skills and confidence to perform effectively as workplace coaches as part of their normal work role. It is a concise qualification made up of three mandatory units which introduce the key aspects of coaching in the workplace.

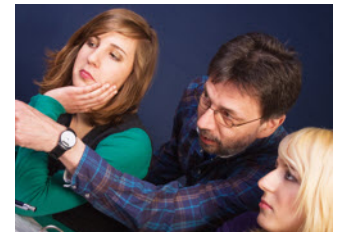


Understanding good practice in workplace coaching

In this unit participants explore the role of the workplace coach . Participants assess their own ability to use a variety of interpersonal communication skills when giving effective feedback to learners.

Organising workplace coaching

In this unit participants look at a range and value different learning resources to support safe and effective coaching, alongside practical skills in how to monitor and record learner progress.



Undertaking supervised coaching in the workplace

In the final unit participants plan and organise workplace coaching sessions, undertaking coaching and then monitoring/reviewing their own workplace coaching performance.

Qualification Overview

Title	<ul style="list-style-type: none"> • ILM Level 3 Award in Workplace Coaching
Notional Credit Value	<ul style="list-style-type: none"> • Minimum 8 Credits
Duration	<ul style="list-style-type: none"> • Minimum 24 Guided Learning Hours (GLH)
To be completed within	<ul style="list-style-type: none"> • One year
Tutorial Support	<ul style="list-style-type: none"> • Minimum 2 hours
Structure	<ul style="list-style-type: none"> • Three mandatory units with a combined credit value of 8 • Unit D3.01 - Understanding good practice in workplace coaching • Unit D3.02 - Organising workplace coaching • Unit D3.03 - Undertaking supervised coaching in the workplace
Assessment - mandatory unit	<ul style="list-style-type: none"> • Work-based Assignment • Coaching Diary

Programme Format and Duration

- Having completed Coaching Skills for Professionals (Stage 1) the progression route requires you to complete an Induction, one full day workshop and 2 one-to-one tutorials. Combined this will represent a minimum of 24 guided learning hours.
- Peer-coaching sets and tutorial guidance will be incorporated to support participants with their personal learning and development and with their assignments and diaries. Participants will therefore form pairs or sets of three during the workshop. These peer-coaching sets are asked to support each other in regular face-to-face and/or telephone sessions alongside their coaching activities with their coachees.
- The 2 one-to-one coaching supervision sessions will support each delegate in their individual learning, encourage application within their work environment, provide opportunities to reflect on experiences as a coach/mentor and help with their coaching diaries. These will provide the required 2 hours tutorial support per candidate.
- The compulsory curricular reading from the recommended reading list will probably require an average of an additional 4 to 5 hours'.

Programme Format and Duration continued

- Practical coaching activity will comprise one-to-one sessions with up to two coachees to give participants the experience of applying learnt skills. To meet the minimum requirements set by the ILM for time spent in these activities, participants will hold a minimum of three one hour sessions per coachee. This gives six hours total practical coaching activity time. We encourage participants to conduct one or two extra sessions on top of this minimum and maintain their coaching relationships for about 3 months.
- Reflective Reviews and Coaching diaries, assessed on completion of the programme will also take a central role in learning. As a minimum requirement for assessment, participants must complete at least 6 hours of entries for their coachees. In addition to these entries, they will be encouraged to use the diary to record additional sessions as well as reflections following workshops, peer-mentoring sessions and reading.

Assessment

Candidates are required to complete formal assessments as follows:

Prepare a **written work based assignment** in the form of a proposal for a management coaching or mentoring programme and explain how you will ensure best practice in your coaching and mentoring practice.

A **Coaching/Mentoring Diary**, documenting at least 6 hours worth of diary entries from actual coaching or mentoring activities. Delegates will also engage in several peer-coaching/mentoring sessions as well as tutorial sessions with the programme tutor during the course of the programme.

ILM Membership

All registered candidates automatically become full members of the ILM for 6 months. Designed to help candidates get the most from their course and advance their management career, studying membership gives access to a wide range of specialist support and development materials and serves. Successful completion of a Level 3 qualification provides eligibility for a minimum grade of Associate Membership (AMInstLM) of the Institute of Leadership and Management.

Venue

The programme is delivered at our modern air conditioned training facilities at Tredomen Gateway, Tredomen Business Park, Ystrad Mynach CF82 7EH.

Investment

Total investment for this Module is £490 per person. Alternatively, this programme can be delivered internally to your organisation for a total investment of £4312. Based on a group size of ten persons, this reflects an investment of £431 per person. This cost includes all relevant materials but excludes any costs associated with the venue.

ilm Level 5 Certificate in Coaching

The ILM Level 5 Certificate in Coaching is a nationally recognised qualification that has been specially designed to give practising managers the knowledge, skills and confidence to perform effectively as coaches or mentors as part of their normal work role. It is made up of three mandatory units which enable participants to understand, develop and demonstrate knowledge and skills in workplace coaching and mentoring.



Understanding how management coaching and mentoring can benefit individuals and organisations

In this unit participants explore the characteristics of effective coaches and mentors, going on to present a business case for using these disciplines in their organisation.

Reviewing own ability as a management coach or mentor

In this unit participants review their own ability as a management coach or mentor, exploring their ethical and moral views as well as their communication skills.



Undertaking management coaching or mentoring in the workplace

In the final unit participants plan and deliver a short coaching and mentoring programme in line with their organisational or team objectives.

Qualification Overview

Title	<ul style="list-style-type: none"> • ILM Level 5 Certificate in Coaching
Notional Credit Value	<ul style="list-style-type: none"> • Minimum 13 Credits
Duration	<ul style="list-style-type: none"> • Minimum 45 Guided Learning Hours (GLH)
To be completed within	<ul style="list-style-type: none"> • Two years
Tutorial Support	<ul style="list-style-type: none"> • Minimum 2 hours
Structure	<ul style="list-style-type: none"> • Three mandatory units with a combined credit value of 8 • Unit D5.01 - Understanding how management coaching and mentoring can benefit individuals and organisations • Unit D5.02 - Reviewing own ability as a management coach • Unit D5.03 - Undertaking management coaching in the workplace
Assessment - mandatory unit	<ul style="list-style-type: none"> • Work-based Assignment • Coaching Diary

Programme Format and Duration

- Having completed Coaching Skills for Professionals (Stage 1) the progression route requires you to complete an Induction, two full day workshops and 2 one-to-one tutorials. Combined this will represent a minimum of 45 guided learning hours.
- Peer-coaching sets and tutorial guidance will be incorporated to support participants with their personal learning and development and with their assignments and diaries. Participants will therefore form pairs or sets of three during the first workshop. These peer-coaching sets are asked to support each other in regular face-to-face and/or telephone sessions alongside their coaching activities with their coachees.
- The 2 one-to-one coaching supervision sessions will support each delegate in their individual learning, encourage application within their work environment, provide opportunities to reflect on experiences as a coach/mentor and help with their coaching diaries. This will provide the required 2 hours tutorial support per candidate.
- The compulsory curricular reading from the recommended reading list will probably require an average of an additional 8 to 10 hours'.

Programme Format and Duration continued

- Practical coaching activity will comprise one-to-one sessions with up to four coachees to give participants the experience of applying learnt skills. To meet the minimum requirements set by the ILM for time spent in these activities, participants will hold a minimum of three one hour sessions per coachee. This gives twelve hours total practical coaching activity time. We encourage participants to conduct one or two extra sessions on top of this minimum and maintain their coaching relationships for a minimum of 3 months.
- Reflective reviews and coaching diaries, assessed on completion of the programme will also take a central role in learning. As a minimum requirement for assessment, participants must complete at least 12 hours of entries for their coachees. In addition to these entries, they will be encouraged to use the diary to record additional sessions as well as reflections following workshops, peer-mentoring sessions and reading.

Assessment

Candidates are required to complete formal assessments as follows:

Prepare a **written work based assignment** in the form of a proposal for a management coaching or mentoring programme and explain how you will ensure best practice in your coaching and mentoring practice.

A **Coaching Diary**, documenting at least 12 hours worth of diary entries from actual coaching or mentoring activities. Delegates will also engage in several peer-coaching/mentoring sessions as well as tutorial sessions with the programme tutor during the course of the programme.

ILM Membership

All registered candidates automatically become full members of the ILM for six months. Designed to help candidates get the most from their course and advance their management career, studying membership gives access to a wide range of specialist support and development materials and serves. Successful completion of a Level 5 qualification provides eligibility for a minimum grade of Associate Membership (AMInstLM) of the Institute of Leadership and Management.

Venue

The programme is delivered at our modern air conditioned training facilities at Tredomen Gateway, Tredomen Business Park, Ystrad Mynach CF82 7EH.

Investment

Total investment for this Module is £780 per person. Alternatively, this programme can be delivered internally to your organisation for a total investment of £7212. Based on a group size of ten persons, this reflects an investment of £721 per person. This cost includes all relevant materials but excludes any costs associated with the venue.

Coaching Surgeries



Increasing numbers of organisations are turning to coaching to provide structured development for their staff. However, CIPD research reveals less than half (44%) of coaches say they are receiving regular supervision, and less than a quarter (23%) of organisations who use coaching are providing coaches with supervision.

Having invested money, time and effort in developing your people to be competent coaches, don't let this valuable resource go to waste.

Our Coaching Tutors are able to support the delivery of the different Modules with one-to-one coaching and support, during and post programme. Should you require additional coaching on specific issues or challenges in applying the tools or techniques learnt or simply have a situation that requires coaching, we are able to support.

In the first instance please contact us directly to brief us of your personal requirements and arrange a suitable time and location.

Investment: £84

Duration: One hour

Venue: Palladium Training or otherwise agreed

Next open Programmes

Individual workshops will commence at 9.30 and conclude no later than 16.30. The one-to-one tutorials will be arranged directly with the tutor to accommodate workplace demands. The dates for the next open programmes are:

	CDP 1/11	CDP 1/12
Stage 1		
Coaching Skills for Professionals		
Workshop 1	17th November	17th February
Workshop 2	14th December	14th March
Stage 2		
ILM Level 3 Award in Coaching		
Induction	16th January	27th April
Workshop 1	20th February	22nd May
Stage 3		
ILM Level 5 Certificate in Coaching		
Induction	18th January	23rd April
Workshop 1	24th February	20th May
Workshop 2	29th March	29th June