



Coach Accreditation Prospectus

2022



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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 across the world.

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 Coaching Federation. We've certified more than 7,500 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 4,500 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 the world, 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.

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.

In 2020 IECL successfully adapted to offer our entire suite of programs virtually which has allowed us to grow globally with virtual programs in a variety of timezones.

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

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 positive 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 the world's most widely known and highly regarded and recommended 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 Coaching 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 learned 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 and participants continue learning and working with other practicing organisational coaches through IECL Membership. The Membership program includes a calendar of professional development events, guided peer practice, tailored discussion forums, regular 'Ask me Anything' events with IECL Faculty and Industry Leaders and pro-bono coaching opportunities.

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, formalise or consolidate your skills, please take a few minutes to read on and learn more about our training programs and IECL's 21 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.



Charles Sturt
University



JANE PORTER,
Director, ACTP Training



Our entire coach training program is available virtually, live via Zoom, meaning you can participate in interactive and experiential coach training from wherever you are, as long as you have wifi and a laptop or computer (kids and pets in the background at your place are welcomed!)

Our courses continue to be ICF accredited, run by our incredible coaching faculty, and feature plenty of interaction and experiential modules to keep you engaged and learning throughout. Our net promoter scores have never been higher (see page 12 for details).

IECL Coach Training teaches the science, the art and the advanced practice 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 transactional and situational approaches to learning how to coach the individual person experiencing the situation. You will learn about the role of relationship, meaning making, deep listening, and powerful questioning. In Level 2 we begin to explore the art of coaching so you gain a deeper understanding of the developmental range of

approaches and competencies. We focus on how to pay attention as a coach with mindful presence and managing of self so that effective coaching dialogue can take place.

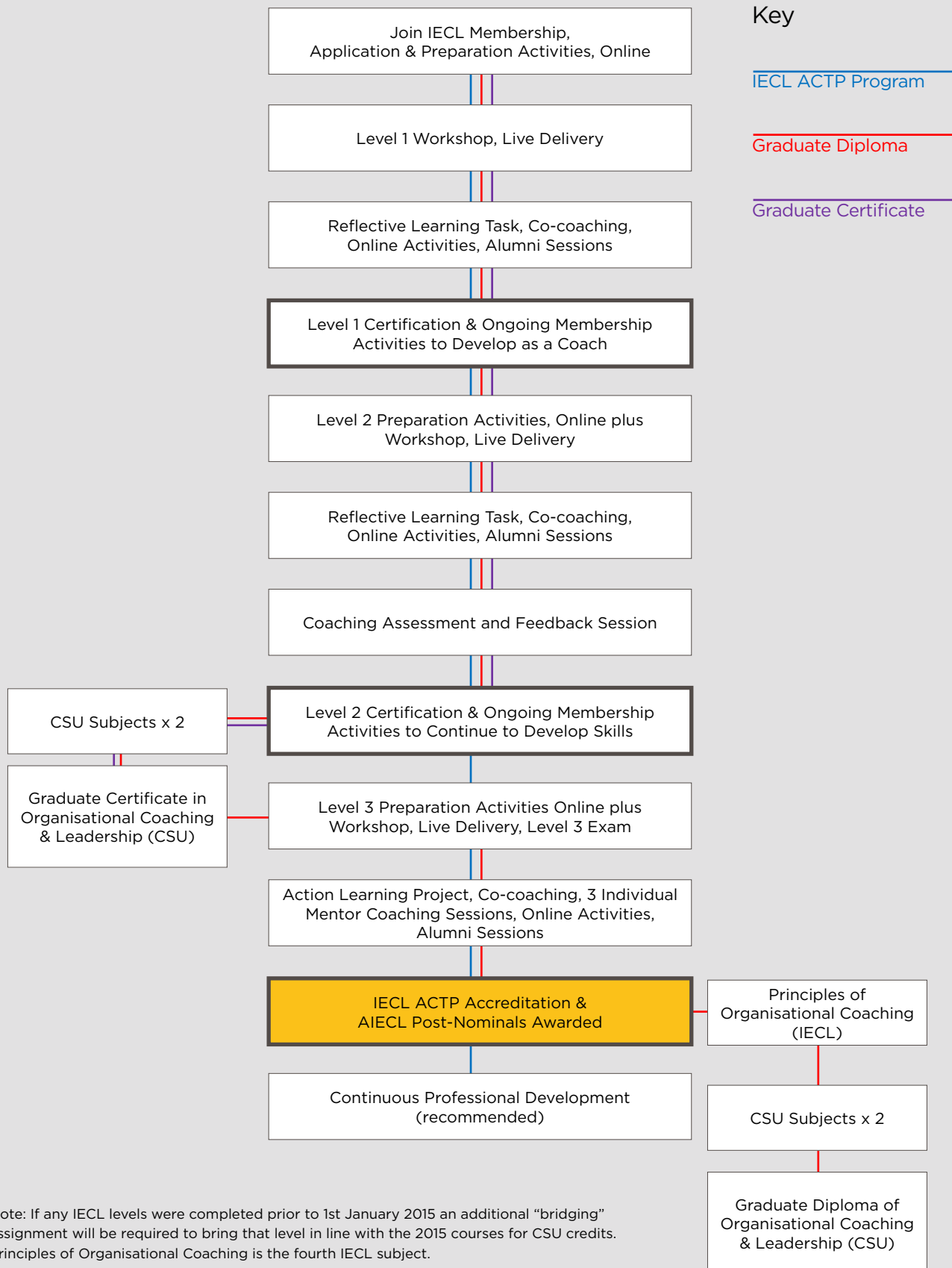
Level 3 builds on Levels 1 and 2 to advance your coaching practice. In Level 3 we teach you how to continue to hone your skills to increase your effectiveness in more complex coaching relationships. This involves continued exploration of your self in the role of coach and a journey into the world of Narrative Coaching techniques and approaches. In Level 3 we also look at the complexity of working at senior levels in organisations, which includes an exploration of signature presence, authenticity and organisational political landscapes.

At all three levels of training, IECL draws on the latest international research and thinking in the coaching industry. Our faculty meets annually to review and revise the entire curriculum to ensure that it reflects the top, evidence-based material relevant to coaching,

from the fields of adult learning, psychology, neuro-science and leadership.

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.

Pathway to IECL Accreditation



IECL MEMBERSHIP

As coaches we understand the need to cultivate our coaching practice as the world continues to provide new opportunities and challenges to us and our coaching clients. How do you stay ahead to ensure your coaching is as effective as it can be?

IECL Membership provides organisational coaches with the network, further knowledge, support and guided practice to raise the bar on your coaching practice.

“

IECL membership has really been the glue that has enabled me to stay connected with coaching. Connected with the IECL alumni, the fantastic IECL coaches, trainers and staff, and at the same time, connected with the learning that I have gained from my studies with IECL. I've particularly enjoyed the peer coaching program and coaching demos. As a developing and part time coach I have found these aspects of membership incredibly beneficial in keeping the 'saw' sharpened.

Chris Rose
Organisational Coach

MEMBER BENEFITS

IECL Membership is designed to give you support, coaching practice opportunities and a place to connect with fellow members and access to some of the most experienced coaches in the region to help you accelerate your development as a coach. As an IECL Member you will receive access to a calendar of regular tailored events to advance your coaching practice. Members also have access to an exclusive online Member Hub with peer discussion, coach resources, access to previously recorded events and easy event registration. Members receive preferential rates for IECL courses and events including ACTP and CPD programs.



IECL POST NOMINAL

As an IECL member you are entitled to use the post nominals associated with your IECL member or coaching credentials. Use of your post nominals provides your clients and the market with a clear statement regarding your commitment to;

- upholding the IECL's Code of Conduct and Ethics
- continuing to develop your skills as a professional coach
- coaching to internationally-recognised professional standards
- being part of an active coaching community contributing to the advancement of coaching worldwide

The IECL post nominal is a statement of professional standing, credential and commitment. Use of the IECL post nominal is restricted to IECL financial members only.

REGULAR EVENTS

COACHING PRACTICE

Build confidence, gain hours and refine your coaching through the various coaching opportunities offered through Membership. Drop in for 90 minute peer practice each fortnight, sign up to the Peer Coaching Program with structured feedback and faculty guidance or give back through our pro bono partnership programs which offer free supervision.

LIVE COACHING DEMONSTRATIONS

Observe experienced IECL Coaches at PCC and MCC level live in action with a chance to reflect and ask questions.

INDUSTRY EVENTS


Join the Discussion with industry leaders, IECL Faculty and our network of members as we explore current trends in coaching through these insightful sessions.

BUILDING YOUR COACHING PRACTICE

Workshops aimed to provide support in building your business with workshops in branding, social media and managing your coaching engagements.

COACH CREDENTIALS

Learn how to progress your coaching skills with IECL and become credentialed through global leader, [The International Coaching Federation](#).

 [Click here](#) for the full list of upcoming member events

Virtual Training in 2022.



Most IECL coach training is now offered live via Zoom, with occasional face to face delivery in some regions. This live and fully synchronous delivery is fully approved by the ICF and has proved to be extraordinarily effective. Participants note that they are more focused on their learning, less distracted and able to convert theory straight into practice in our break-out room coaching pairs. IECL faculty are able to monitor learning outcomes in the moment and have noted strong transfer of learning. IECL approval scores have continued to increase since we moved to predominantly Zoom delivery.



The Zoom technology is free for you to use during the course (video and audio) as long as you have a reliable internet connection. Zoom also allows:

- You to put your hand up at any time with questions;
- You to see the faces of your learning peers, wherever they are joining from;
- Breakout rooms (for your coaching practice sessions) that our faculty can “pop in” to review your practice and provide feedback;
- A virtual whiteboard so we can share ideas; and
- Many more features that will help to enliven your learning experience.

To participate in the virtual coach training program, you will need:

- A private space to learn and do your coaching practice, (we'll stop regularly for breaks, including stretch breaks);
- A laptop or desktop computer connected to the internet; and
- A camera on your device and either bluetooth headset or sound on your computer (i.e. in built speakers).

We drew on years of training experience and some creative new ideas to find innovative ways to deliver these courses virtually while ensuring the same strong learning outcomes for all participants. We look forward to welcoming ‘you’ our coach training, live on Zoom.

Note that all dates are listed by city on our website to indicate the timezone for the training. Any face to face trainings will be noted, otherwise assume virtual delivery. You can easily participate from anywhere on the planet, as long as the time zone will work for you.

What Our Graduates Say

“

Really well run in the virtual format. Met exactly my criteria of building foundational knowledge.

Director, Credit Suisse

“

This course surpassed my expectations and I'm really glad I've finally got around to doing it. It's given me confidence to take my new skills and use them in both actual coaching situations and to help me frame my approach to my interactions with my colleagues at work.

Consultant Anaesthetist,
Eastern Health

“

Fantastic...really enjoyed the course. I did not think it would go so well via Zoom but nothing was lost. Really well done.

Change Manager,
Melbourne Water

“

Loved it. I've got so much out of it, especially my confidence and a huge reduction in the self-limiting self-talk. I'm grateful for all of the feedback I've received.

NSW Workplace
Communities Manager,
KPMG

“

This is by far the most effective, engaging training that I have been exposed to. There was a great balance of content/theory, discussion and opportunity to practice. I was fully engaged for the full three days.

Manager Business Intelligence,
Country Fire Authority

“

Very challenging. Pulls us out of our comfort zone. Massive growth opportunity.

Agile Coach, IAG

“

Great program, enjoyed it being run over Zoom. Content was well paced and activities were relevant and practical.

Group Manager Gender
Equality, Crown
Melbourne

“

Very engaging experience over Zoom. Every activity served its purpose well to help learning.

Regional Talent
Development Manager,
Symrise Asia Pacific

“

Very effective course. I think virtual actually worked better in some cases as you got to work with everybody in the course seamlessly.

Director, Huon Talent

What Our Graduates Say

“

Really good stretch in my development. Interactive. Virtually was still a great experience.

Oceania Assurance
Learning Lead, EY

“

I enjoyed the program and got a lot out of it. I knew I would learn the theory of coaching but didn't really think I would learn as much about myself as I did and my own personal goals.

HR Manager, Crown Melbourne

“

Surpassed expectations. I was sceptical about the Zoom platform but thought it worked really well.

GM People and Culture,
Westpac

“

Excellent course as always. I always get so much out of these workshops - very informative, thought provoking. The connection was just as strong virtually as in person. The online version worked incredibly well.

Organization Development
Consultant, Training Resources
Group Inc.

“

A fantastic learning experience, beautifully orchestrated in more challenging circumstances. I really feel like this [Level 3] is a great capstone for the learning, simply and sparsely done, but done really well.

Manager, Change Culture and Capability, IAG

“

Wonderful program, very happy I took this step! Well delivered over Zoom, I feel we all built rapport so well despite the distance. Great content, great facilitation.

People & Culture Strategy
Consultant, Amplifi HR

“

Great Content. Kept us engaged, lots of practise and I enjoyed that. Even though it was online and for three days, they managed to retain my attention.

Facilitator, Westpac Group

“

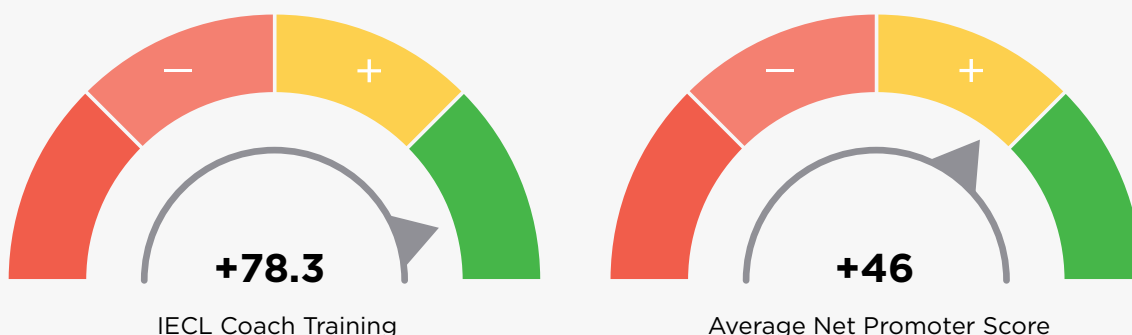
Excellent program, met me where my needs were. Focus on the learning goal was very helpful. Pre-work was great. Jane's expert guidance, facilitation was excellent.

Head of Leadership
Learning & Development,
Wesfarmers

Our Coach Training is so Highly Recommended it's "World-Class"

According to our alumni of over 7,500 Organisational and Executive Coaches across the Asia Pacific, IECL's coach training program has an overall Net Promoter Score® (NPS®) of +78.3*.

(* Based on IECL virtual delivery of coach training April - June, 2020)



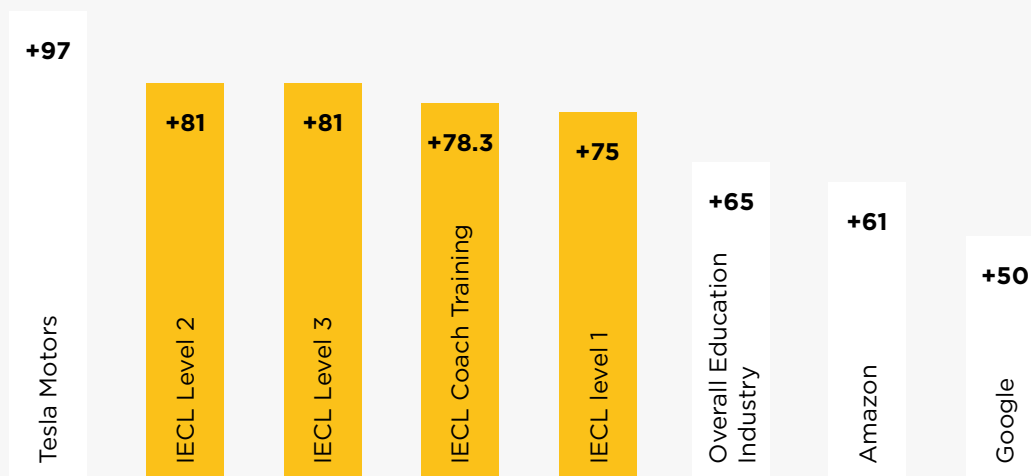
WHAT IS CONSIDERED A GOOD NPS®?

Given the NPS® range of -100 to +100, a "positive" score or NPS® above 0 is considered "Good", +50 is "Excellent," and +70 is considered "World Class." Based on global NPS® 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® Benchmarks.

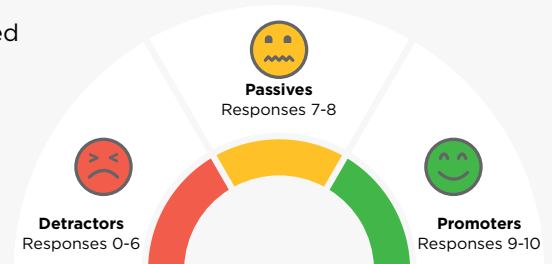


Our Coach Training is so Highly Recommended it's "World-Class"

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.



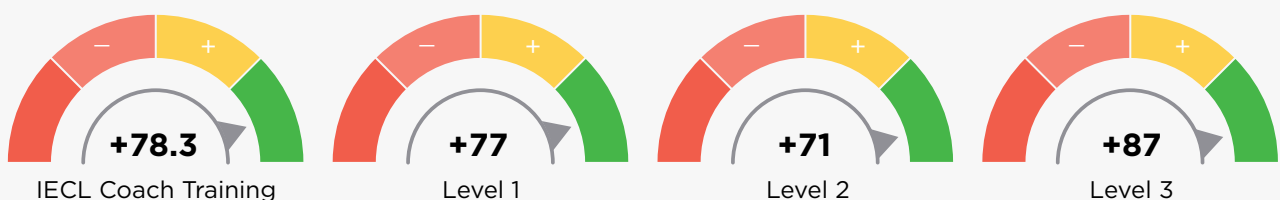
With the NPS®, organisations can gauge the health of their client/customer/student experience programs, and in turn work to improve said programs.

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®.

$$\begin{array}{c} \text{Net Promoter® Score} \\ = \\ \% \text{ Promoters} \\ - \\ \% \text{ Detractors} \end{array}$$

HOW DOES IECL COACH TRAINING SCORE?



ACTP Training Program: Introduction and Overview

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 Coaching 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.

We recommend 25 hours of coaching practice between Levels 1 and 2.

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.

Note: Levels 1 and 2 take approximately eight weeks to complete, and Level 3 takes approximately 3 months, all part-time and fully flexible, except for the three day workshop at each level.

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.

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: Coaching Essentials, Level 1

1

The best place to start is at the beginning. Coaching Essentials 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 Essentials 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.

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

1.2 LEVEL 1: COURSE CONTENT

At the end of Essentials 1 you will:

- Understand what organisational coaching is and the context within which it sits;
- Have learned and applied foundational models of organisational coaching;
- Be able to demonstrate the ICF core competencies of a coach;
- Have established your particular style as a coach and learned how to develop it;
- Have learned about the coaching relationship, in terms of framework, processes and outcomes;
- Have learned 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; and
- Complete a reflective learning task which measures your understanding.

A full manual and a comprehensive set of resources will be provided as part of the course.

1.3 LEVEL 1: RECOGNITION OF PRIOR LEARNING

If you have studied coaching elsewhere but want to continue with the IECL program, we do have a Recognition of Prior Learning Policy, which starts with you submitting a recording of your coaching for assessment. Please contact us to find out more.





1.4 LEVEL 1: COURSE DETAILS

The course comprises:

- Preparation and readings, online, from three weeks prior to the workshop,
- An 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 the IECL Alumni Community online,
- 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.

Note that the entire course takes eight weeks to complete, plus marking time.

1.5 LEVEL 1: CERTIFICATION

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

1.6 ONGOING ALUMNI BENEFITS

After graduating from Level 1, all alumni join the online community of practice with access to resources, blogging and discussion forums, and CPD events (occasional free events and others at a moderate fee).

1.7 IECL MEMBERSHIP

IECL Membership offers a forum for organisational coaches to practice, grow and reach their goals whilst supported by a network of peers, subject matter experts and IECL's renowned coach training faculty.

Membership (an additional fee applies) will provide access to...

- IECL Faculty supported Peer Practice to progress your coach training. Participants are matched by the IECL Team, offered tips and guidance around specific core competencies and have the chance to reflect with IECL Faculty and peers;
- Regular learning and networking events (virtual and f2f) to increase your learning and also your CCEUs for ICF renewal purposes;
- Ask me Anything events with IECL Faculty and Industry leaders;
- Coaching opportunities;
- Post nominals (letters after your name that indicate you are a member of IECL);
- ...and much more

ACTP Training Program: Coaching Essentials, Level 2

2

Coaching Essentials 2 represents a powerful extension of the Level 1 training and completes your training in the essentials of effective organisational coaching. After embedding the foundational knowledge of Essentials 1 through your coaching practice you are ready to take the next exciting step into a far more powerful and authentic style of organisational coaching.

In Essentials 2 we continue to work with frameworks and tools learned 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 less for “content” and more for the “unsaid”, challenging assumptions and statements and creating a curious 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 the meaning they are making from it.

2.1 PRE-WORK

Completion of Essentials 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 two 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 Essentials 2 we begin to focus on developing mindful presence, to be fully available to our coaching counterpart, and to listen more intuitively, allowing for “listening between the lines” of what is said. We also explore the ontology of non-verbal signals and how to work with those in your coaching.

At the end of Essentials 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 beneath the surface;
- 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 affects their motivation and action, 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; and
- 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 Organisational Coaching Essentials Level 2 training will add to your coaching repertoire will assist your counterparts to change their old behaviours by becoming more self-aware, with an expanded perspective and access to deeper insights about themselves, their patterns of behaviour and opportunities to create lasting change.





2.3 LEVEL 2: COURSE DETAILS

The course comprises:

- Preparation readings online, from two weeks to prior to the workshop;
- An intensive workshop including all 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);
- Assessment and feedback session; and
- Participation in the IECL Alumni Community online.

2.4 LEVEL 2: CERTIFICATION

Successful completion of all Level 2 requirements leads to certification at that level.

Note that the entire course takes seven weeks to complete, plus marking time.



WE SUPPORT YOU TO GAIN ICF CREDENTIALS

IECL coach training leads to coaching credentials with the International Coaching Federation (ICF) in as little as 12-18 months. There are three levels, ACC, PCC and MCC. For each level you need a certain amount of coach specific training hours, mentor coaching hours and logged coaching hours to apply.

IECL provides you with the training and mentoring you need and supports you to build your coaching hours through IECL Membership (see more on page 8). There are two ways to progress, the simplest route is by completing all three levels of IECL coach training. Or you can choose the ACSTH pathway and complete IECL Level 1 and 2 plus our ACC Fast Track program. IECL is uniquely positioned to support you to gain your ICF credentials with confidence. Click here for more information and contact us at coach.training@iecl.com to set up a time to talk to us about your situation and goals.

ACTP Training Program: Accreditation, Level 3

The coaching relationship enters a new paradigm when working at top levels of industry and government and here advanced coaching practice is required. IECL's Organisational Coach Accreditation (Level 3) 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 Coaching Essentials 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.

Two 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

In Level 3 our intention is to continue your trajectory towards the mastery of the craft of coaching. Our counterparts at higher levels in organisations are typically leaders who inhabit a world of great complexity and constant change. Level 3 focuses on deepening your ability to effectively and confidently coach in areas of high complexity and with the most senior individuals in organisations.

This course covers the advanced knowledge and skill requirements of an effective Organisational Coach. Students will understand the social, cultural and ethical issues relating to coaching in order

to think critically and respond appropriately, and will learn the powerful technique of narrative coaching and have opportunities to put it into effective practice.

At the completion of this course, students will;

- Understand the components of coaching artistry and deepen their professional coaching practice;
- Develop an understanding of authentic leadership and how this relates to signature presence in organisational coaching;
- Understand and develop their own signature presence;
- Understand and demonstrate both reflective and reflexive questioning for advanced coaching practice;
- Develop narrative and values based coaching approaches;
- Understand Level 1 – 3 learnings in the context of growing political savvy and organisational complexity; and
- Be prepared to submit for the ICF PCC Marker assessment.

3.2 LEVEL 3: COURSE DETAILS

The course comprises:

- Preparation online, from two weeks prior to the workshop;
- An 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); and
- Participation in the IECL Alumni Community online.

These components provide the participant with IECL Accreditation.



ACTP Training Program: Level 3

3.3 ACCREDITATION

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

Note that Level 3 takes three months (part-time to complete) (plus marking time).

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 or via peer coaching supported by IECL Faculty also available as a part of IECL Membership);
2. A minimum of 50 hours of logged coaching practice per year;

3. Attendance at two CPD events per year (virtual, evening or one day events). Principles of Organisational Coaching is a coaching theory subject that can be undertaken at any time during your coach training, after Level 2. Regular events are offered as a part of IECL Membership, as well as discounts to CPD events which also contribute towards CCEUs for ICF renewal purposes; and
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's Accreditation program is an International Coaching 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 Coaching 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 Coaching 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

IECL COACH ACCREDITATION ALIGNMENT WITH ICF REQUIREMENTS

Requirement	Level One	Level Two	Level Three	Total Hours
Coach Specific Training Hours	45 hours	46 hours	53 hours	144 hours
Mentor Coaching Hours	2 hours group mentoring	2 hours group mentoring	3 hours group mentoring 3 hours individual mentoring	10 hours

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 with an additional assignment and a fourth subject: **Principles of Organisational Coaching**) plus four leadership subjects from CSU.

Successful completion of the Graduate Diploma provides guaranteed entry (with credits) into CSU's Master of Social and Organisational 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:**

MGM501	Theory to Practice of Leadership
MGT549	Toxic Leadership
MGT559	Contemporary Issues in Leadership
MGT568	Difference and Leadership
MGT569	The Leadership Challenge
MGT584	Leadership in Teams

* If you have completed any Levels prior to 1st January 2015 an additional bridging assignment will apply (see page 24 for details).

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:**

MGM501	Theory to Practice of Leadership
MGT549	Toxic Leadership
MGT559	Contemporary Issues in Leadership
MGT568	Difference and Leadership
MGT569	The Leadership Challenge
MGT584	Leadership in Teams

* If you have completed any Levels prior to 1st January 2015 an additional bridging assignment will apply (see page 24 for details).

Graduate Diploma of Organisational Coaching and Leadership

Pathways are available from the Graduate Diploma to:

MASTERS PATHWAYS

Master of Social Organisational Leadership:

Subject options available at

<http://www.csu.edu.au/handbook/handbook18/courses/MasterofBusinessLeadershipArticulatedSet.html>

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
HRM516	Dispute Resolution: Methods and Results
HRM517	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; and

- 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 you to claim 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.

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:

Contact us at coach.training@iecl.com for more information.



Team Coaching

Peter Hawkins says *"The world needs more effective teams!"*

Team Coaching is an emerging area of professional coaching practice that helps teams to improve performance, effectiveness and productivity. Team coaching focuses not only on performance outcomes, but importantly focuses on how performance is achieved by exploring the team dynamic. The complexity of business today requires teams to be agile. This means decisions may need to be made on the fly, change needs to be accepted as a necessary inclusion as what worked yesterday may not work today and individual difference needs to be embraced and utilised to spark innovation. Complexity also means that uncertainty is ever present. Team coaching can't remove the uncertainty, but it can give the team tools and processes to manage it more effectively. The question has never been "should we pull together to achieve our collective goal?" The question is almost always "how?"

Team coaching is a goal focussed dialogue that challenges the team to understand how they achieve performance. This has benefits today and into the future as the aim of team coaching over time is to create sustainably improving performance by enabling the team to coach themselves. Team Coaching represents a relatively new, though natural, evolution of coaching utilising the proven principles that underpin individual coaching to support team performance and development.

Who is the program suitable for?

- Experienced coaches;
- Leaders with coaching skills wanting to apply them to their team; and
- Consultants who work with teams and have an understanding of coaching.

This three-day program requires that you have both a reasonable knowledge and experience of coaching individuals. The program is not about teaching you coaching skills, it is about teaching you how to apply your existing skills in a team context. Ideally you will have completed IECL Level 1 and 2 (or equivalent) and have a minimum of 50 hours coaching practice.

WHAT TO EXPECT

As with all IECL programs, we believe that learning through experience is essential. During the program we will create a "real time" group dynamic through which we experience and learn the team coaching process.

Over the three days of the program you will learn:

- The difference between a team and a group;
- The drivers of team performance;
- What team coaching is (and what it is not);
- How to assess when a team is ready for team coaching;
- The critical steps to successful team coaching;
 - » Readiness
 - » Contracting
 - » Enquiry
 - » Intervening
 - » Finishing

- Insight into team dynamics and how to intervene in the team's dialogue to raise awareness and change individual and collective behaviour;
- How to immediately apply your learning to working with a team; and
- How to position team coaching to your clients.

OUTCOMES

On completion of Team Coaching training you will have:

- Understanding of how to immediately apply your learning to working with a team;
- Another tool for your coaching toolbox;
- More traction in organisations you are already coaching in;
- Reduced your knowledge gap for greater flexibility as a coach;
- Insight into team dynamics and when and how to intervene in team meetings to raise awareness and change behaviour e.g. access and represent stakeholders; and
- How to position team coaching to your clients.

Team Coaching

CHARLES STURT MASTERS CREDIT FOR TEAM COACHING

Team Coaching is now an elective option for Charles Sturt University students to complete in the four CSU Master programs, as a Coaching specialisation:

- Master of Social and Organisational Leadership (with specialisations);
- Master of Business Administration (with specialisations);
- Master of Commerce (with specialisations); and
- Master of Dispute Resolution (with specialisations).

Note: If you are not planning to complete this Masters program you DO NOT need to do the optional assignments. If you choose to complete them, there is an IECL marking fee to have both assignments marked/get the credit. This is additional to the Team Coaching course fee.

APPLICATION AND PRE-WORK

This is suitable for Level 2 and 3 IECL alumni.

If you are not an IECL alumni member, please email coach.training@iecl.com outlining your coach training background and experience to check your suitability to join this course. Prior to commencement of Team Coaching, you will be invited to engage in preparatory activities online and some background reading.

CERTIFICATION

Successful completion of all three days, plus the pre and post work, will enable you to gain certification in Team Coaching, and earn 30.5 CCEUs for ICF Credential Renewals (17.25 hours for Core Competencies and 13.25 hours for Resource Development).



Our Facilitators

All IECL faculty are hand-picked from a pool of highly experienced facilitators who are also executive coaches. Only the very best are then highly trained to deliver our coach training programs. They teach from their experience as practicing coaches so your training is grounded in real-life examples.



JANE PORTER, MCC
Director, ACTP Training

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 Coaching Federation
- Licensee Individual, Corporate and Career Print
- Certified practitioner Genos Emotional Intelligence
- Team Management Systems accredited practitioner
- DISC Advanced
- The Art and Science of Non-Verbal Communication, Michael Grinder
- Various internal and external 360 feedback tools
- LSI/GSI
- TLC

MEMBERSHIPS MCC, International Coaching Federation • AC • EMCC
Accredited Member, IECL (AIECL)

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 5000 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 Regional Development

QUALIFICATIONS

- M.AppSc Coaching Psychology USYD
- Accredited Coach, Level 3, IECL
- B.Comm, UNSW
- Associate Certified Coach, International Coaching 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

- Genos Employee Motivation Assessment (GEMA)
- Team Management Systems (TMS) Cultural Transformation Tools (CTT)
- Professional Certified Coach (PCC), International Coaching Federation

MEMBERSHIPS

- PCC, International Coaching Federation (ICF) and Immediate Past President for Australasia
- University of Sydney Coaching and Mentoring Association (USCMA)
- Australian Psychological Society - Interest Group for Coaching
- Psychologists (APS - IGCP)
- Accredited Member, IECL (AIECL)

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 Coaching 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



**CHIP
MCFARLANE,**
*MCC, Master
Coach and Facili-
tator*

QUALIFICATIONS

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

ACCREDITATIONS

- 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.

- DiSC Accredited
- Choice Theory and Reality Therapy Accredited
- Belbin Team Roles Accredited
- Master Certified Coach (MCC), International Coaching Federation

MEMBERSHIPS

- Senior Fellow of Professional and Personal Coaches Association
- MCC, International Coaching Federation



**JOHN
MATTHEWS,**
*PCC Facilitator
and
Master Coach*

QUALIFICATIONS

- M.Ed, Loyola University, Chicago
- Accredited Coach, Level 3, IECL
- PCC, International Coaching Federation

BACKGROUND

John is a co-founder of the Institute of Executive Coaching and Leadership. Over the past 20 years John has spent over 12,000 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."

ACCREDITATIONS

- LSI/GSI feedback tools accreditation (Human Synergistics)
- DiSC accredited
- Belbin Team Roles Accredited
- Professional Certified Coach (PCC), International Coaching Federation

Our Facilitators



RENEE HOLDER,
*PCC Senior
Executive Coach
and Director,
Coaching
Programs*

QUALIFICATIONS

- Accredited Organisational Coach (Level Three), IECL
- Certified Team Coach, IECL
- Principles of Organisational Coaching, IECL
- B Commerce (Management), UWS
- Mental Health First Aid (MHFA)

BACKGROUND

Since joining the IECL team in 2009, Renee has helped craft the direction of the organisation as a centre of excellence for organisational coaching and leadership development in the Asia-Pacific region. In addition to being a Faculty member, Renee is also an experienced, credentialed coach and the GrowthOps Coaching Practice Lead. As Practice Lead Renee consults to clients on coach selection and matching, coaching program management and evaluation. She also supports GrowthOps coaches to deliver impactful coaching across the region. Previously Renee held the role of General Manager, Client Relationships managing the entire function responsible for business to business relationships with corporate, government and not-for-profit clients. Renee's coaching experience includes one-on-one engagements with leaders in a range of sectors and leader levels. Often the coaching is part of a broader leadership development program. Renee's coaching and facilitation style is described as supportive and challenging with a constant focus on outcomes for improved performance and wellbeing.

MEMBERSHIPS

- PCC and Member, International Coaching Federation
- Association for Coaching
- European Mentoring and Coaching Council

ACCREDITATIONS

- Global Leadership Wellbeing Survey
- Accredited Member, IECL (AIECL)
- Hogan Leadership Assessments



ANDY JOHNSON,
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- Accredited Organisational Coach (Level Three), IECL
- Accredited Coach Supervisor, IECL
- BSocSc (Psychology) Swinburne University of Technology
- NLP Practitioner
- Cert IV Workplace Training & Assessment

BACKGROUND

Andy is an experienced and skilled coach who is driven by a desire to help people realise their potential. Andy is passionate about taking a whole person approach to gain insights into the relationship between behaviour and performance to enable sustainable change. Andy's coaching practice began during his time in the London Fire Brigade in the early 2000's. This provided Andy with early experience in coaching at a senior level and across culturally diverse teams. He has successfully parlayed that experience to coach Executives, Senior Leaders, Managers, Athletes and Team Members in organisations both in the UK and Australia across industries including financial services, resources, infrastructure, marketing, legal, not-for-profit, professional sports, local government and health sectors. Andy's prior professional experience includes financial services, government, start-ups and sporting industries with core responsibilities including consulting, strategic planning, stakeholder management and coaching.

ACCREDITATIONS

- Myers Briggs Type Indicator
- Multi Brain Integration Practitioner

MEMBERSHIPS

- PCC, International Coaching Federation
- ABNLP (American Board)
- Accredited Member, IECL (AIECL)

Our Facilitators



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

QUALIFICATIONS

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

MEMBERSHIPS

- Psychotherapist (PACFA)
- Accredited Member, IECL (AIECL)

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.



**PAULA
FEATHERS,**
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- MBA (Bradford University Business School)
- B.Sc (Hons) Industrial Technology
- Accredited Coach, Level 3, IECL

ACCREDITATIONS

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

- Cert. CAPP (Centre for Applied Positive Psychology)
- IECL Qualified Coach Supervisor

MEMBERSHIPS

- MCIPD 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



TONI BUTLER,
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- B.Commerce (HR and Economics)
- Postgraduate Certificate Business (International business)
- Accredited Organisational Coach - IECL
- Accredited Coach Training Program - ICA
- Certificate Mentor Coaching - Georgetown University
- Certificate Coaching Supervision - IECL

ACCREDITATIONS

- Human-Synergistics LSI, GSI, M/I, L/I
- Myers-Briggs Type Indicator
- Print Profile
- Global Leadership Wellbeing Survey
- KF 360

MEMBERSHIPS

- PCC, International Coaching Federation
- Graduate member, Australian Institute of Company Directors
- Accredited Member, IECL (AIECL)

BACKGROUND

Often described by others as calm and challenging, Toni brings practical wisdom to her work that is informed by her many years living and working across the Asia Pacific region. Her deep experience as a coach to leaders in different geographies, roles and industry sectors, coupled with her own leadership experience working in global professional and financial services firms, enables Toni to appreciate the complexities of organisations and understand the context in which leaders must operate. Toni has designed and led leadership development programs that were designed to inspire and enhance exemplary leadership and generate collective initiatives to deliver social impact.

Toni's facilitation has a strong coaching approach, while also utilising her skills and experience as a trainer and mentor. She believes that the wisdom sits within the collective and learning is enhanced when participants share their insights and perspectives. She is able to hold paradox and tension and to use this as a tool for learning.



LORI GRECH,
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- Bachelor of Commerce
- Certificate IV Psychotherapy
- Professional Certified Coach, ICF (PCC)
- IECL Accredited Coach

ACCREDITATIONS

- The Leadership Circle
- LSI 1 & 2, GSI; OCI/OEI
- Hogan Leadership Assessment
- Immunity to Change
- Team Management Systems
- Barret Values Assessment
- DISC

MEMBERSHIPS

- International Coaching Federation
- Change Management Institute
- Facilitation WA

BACKGROUND

Lori is a dynamic facilitator with 20 years' experience developing and delivering cultural change and people development programs. She has worked in diverse industries including mining and engineering, construction, manufacturing, land administration, health, policing and fire and emergency services. Her programs have targeted emerging leaders, high-performance teams, senior and executive leadership groups, all with the aim of building internal capability in order for organisations to achieve their strategic objectives. Lori has a thorough understanding of organisational dynamics and the complexities associated with unleashing and galvanising the talents of the human capital in organisations. Lori undertakes regular professional development as a facilitator through her network at Facilitation WA and has been trained in various adult learning and graphic recording techniques that maintain her contemporary approach to facilitation and program design.

Our Facilitators



ANGELA LEE,
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- Professional Certified Coach (PCC, ICF)
- Accredited Organisational Coach, Level Three, IECL
- Certificate for Principles of Organisational Coaching
- Halftime Institute Certified Coach & Mentor
- Drucker Certified educator
- Education: MBA, International Business
- Emeritus Postgraduate Diploma in Innovation & Design Thinking

- Certificate in Masterclass on Realizing Resilience
- Certificate in Maximizing Strengths Masterclass
- Certified Team Coach, IECL

ACCREDITATIONS

- The Leadership Circle, Predictive Index, Discover DISC, GENOS EI

MEMBERSHIPS

- Member of HKIoD, HKIHRM, ICF HK Chapter PCC,
- Senior Fellow, Human Capital Advisory-The Conference Board

BACKGROUND

Angela has over 25 years' experience in both the private and public sector as a senior HR professional with strong business acumen and proven ability as a strategic partner to various business cycles covering local, regional and international perspectives. An exceptional communicator, Angela combines strong empathy and adaptability to positively impact others at all levels and is a stout believer in the personal attributes and values of integrity, respect, perseverance and commitment. Aspiring to create a sustainable environment through employer branding, employee engagement, talent management, diversity and leadership development, Angela has also successfully led projects in culture transformation, new leaders' assimilation and company reorganisation projects. Her areas of expertise include executive coaching on leadership, change management, transformation for individuals and teams, cultural adaptation, emotional intelligence, plus executive presence and credibility. She also facilitates and consults with leaders, teams and organizations on people strategy, talent management, organizational development, human capital planning, change management and culture transformation. Angela is bilingual in English and Chinese.



ANITA LI,
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- Master in Counselling, Monash University
- BA (Hons) in Accountancy, Hong Kong
- Accredited Coach, Level Three, IECL
- Accredited NLP Master Coach, The American Board of NLP
- Master Trainer of GENOS Emotional Intelligence assessment
- Certified Trainer of NLP, The American Board of NLP
- Certified Trainer of Hypnotherapy, The American Board of Hypnotherapy

- Certified facilitator of LegoR Serious PlayR Method
- Accredited General Mediator, HKMAAL

ACCREDITATIONS

- GENOS Emotional Intelligence assessment
- Everything DiSCR

MEMBERSHIPS

- Professional Certified Coach (PCC), International Coaching Federation
- Fellow member of Hong Kong Institute of Certified Public Accountants

BACKGROUND

Anita is a passionate and inspiring professional facilitator and executive coach. She comes from a strong finance background with more than 20 years of experience in investment banking playing key finance leadership role. Anita has width and breadth of experience in developmental, performance, skills, career and life coaching as well as training and facilitation in Corporate Programs. She had coached leaders up to C-Suite level management in different industry sectors including banking, insurance, hotel and power supply. In addition, she provides counselling services to individuals to get through their life challenges.

Our Facilitators



ROB WILSON
*PCC Senior
Executive Coach
and Facilitator*

QUALIFICATIONS

- MSc (Coaching), University of Sydney
- Accredited Organisational Coach (Level Three), IECL
- Doctor of Philosophy (Chemistry) University of Oxford
- MBA, Macquarie Graduate School of Management
- BSc (Chemistry), Imperial College, London
- Mental Health First Aid (MHFA)
- Research Year (Chemistry), Università di Firenze

MEMBERSHIPS

- PCC, International Coaching Federation

ACCREDITATIONS

- The Leadership Circle
- Hogan Leadership Assessments
- Immunity to Change

BACKGROUND

Rob is an energising person, passionate about enabling change and creating superior performance. He brings a pragmatic, solution-focused and evidence-based approach tailored to the specific needs of the business and the individual. He applies a whole of system approach to engagements and is able to work with all styles of leaders to bring out their full potential to achieve their individual goals. Rob's coaching experience includes, developmental, career, transition, skills based and remedial. These engagements span across the government, banking and finance, professional services, healthcare, construction, FMCG and retail, utilities and aviation. Rob has extensive local and international business experience having held leadership roles in Australia, Asia, Europe, Africa and the USA. He has led organisations through change, building successful teams along the way.

Registering for Training

[Click here](#) to register

See www.iecl.com for pricing and dates. Please contact us at coach.training@iecl.com with any enquiries for all the courses.

Thank you.

CANCELLATION AND DEFERRAL POLICY

IECL reserves the right to update this policy from time to time. When you register for an Interactive Virtual Class, Distance Learning Course or a Workshop, you agree to be bound by these terms.

Notice:

Our Services can be Deferred or Cancelled under limited circumstances. Your time is valuable, and ours is too. Out of respect for our staff and our other clients, we ask that you give us prior notice in writing.

Verbal notification of any changes to your registered Services made to IECL staff or agents are not valid and will not be accepted. All requests for changes to your program registration by way of Deferral or Cancellation strictly must be submitted in writing prior to the Commencement Date.

For all Workshop or Distance Learning Course related enquiries, please email: coach.training@iecl.com

Please note that additional fees may be applicable for Cancellation or Deferral of our Services where these requests are received during the time frames below prior to the program Commencement Date. Due to limited capacity in our Distance Learning Courses, Interactive Virtual Classrooms and Workshops, we request that you read the below policy carefully before submitting your request for Deferral or Cancellation.

Policy Definitions & Interpretation:

In this Policy, unless required otherwise:

1. the singular word includes the plural and vice versa;
2. words denoting individuals or persons include corporations and vice versa;
3. headings do not affect interpretation; and
4. reference to currency or any monetary amount is a reference to Australian dollars.

‘Cancellation’ means the cessation of Services.

‘Commencement Date’ means the date of commencement of your registered online Distance Learning Course, Virtual Interactive Classroom or face-to-face component of a Workshop (whichever applicable).

‘Deferral’ means the postponement or reassignment of the Commencement Date prior to its original Commencement Date.

‘Distance Learning Course’ means an educational program or course delivered by IECL entirely online.

‘Interactive Virtual Classroom’ means the online learning environment designed to provide live interaction in learning activities between the IECL facilitator and you as a participant.

‘Services’ means IECL’s delivery of Interactive Virtual Classrooms, Distance Learning Course and/or Workshops.

‘Workshop’ means programs that run over multiple consecutive days.

Registering for Training

Time Period prior to Commencement Date	Our Policy
Between 15-28 days:	<p>Cancellations: a cancellation charge of 40% of the total program registration fee applies.</p> <p>Deferral: a fee of 25% of the total program registration fee applies to deferral requests during this time frame. Please note that if a new enrolment date is not provided in your Deferral request IECL reserves the right to process your change as a Cancellation, whereby a fee of 40% of the original program registration fee will be charged.</p> <p>To rebook into a program at a later date, current market rates will apply at the time of booking, and no discounts will be honoured.</p>
14 days or less:	<p>Cancellations: no refund of the total registration fee will be permitted during this time frame.</p> <p>Deferral: not permitted during this time frame.</p>

Australian Consumer Law Guarantee:

Our services come with guarantees that cannot be excluded under the Australian Consumer Law. For major failures with a service, you are entitled:

- to cancel your service contract with us, and
- to a refund for the unused portion, or to compensation for its reduced value.

You are also entitled to be compensated for any other reasonably foreseeable loss or damage. If the failure does not amount to a major failure, you are entitled to have problems with the service rectified in a reasonable time and, if this is not done, to cancel your contract and obtain a refund for the unused portion of the contract. You are also entitled to be compensated for any other reasonably foreseeable loss or damage from a failure in the goods or service.



CONTACT US

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