

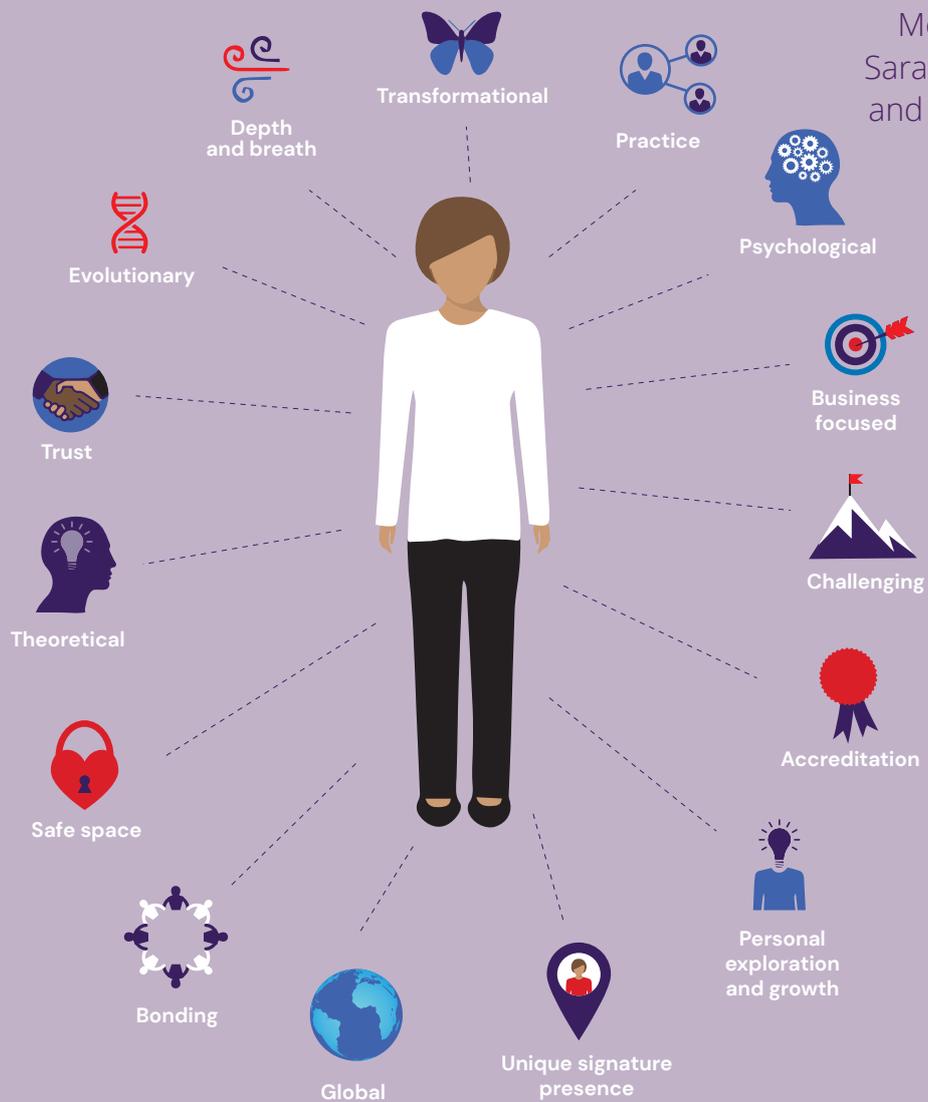


Unlocking Potential

# Advanced Practitioner Diploma In Executive Coaching

A challenging programme that will take you from experienced to exceptional

Moira Halliday,  
Sarah Carrington  
and Nick Kitchen



The Academy of Executive Coaching (AoEC) is a global provider of coach training and coaching-based development, services and solutions to organisations and individuals.

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There are different ways of shifting from good to great as coach. AoEC's Advanced Practitioner Diploma makes it happen via a double deep dive: a deep dive in the here and now via Gestalt, where you as coach can't hide behind a method and only act via the intensity of your signature presence, and a deep dive into you as the most critical instrument of your coaching model. There's a moment in your coaching life, when you feel you are getting much closer than usual to your coaching and human essence. AoEC provokes this moment, repeatedly, so that you have no escape from yourself and finally discover and accept your signature being as coach, its strengths, its traps, its magic. ”

**Jan Liska, France**

# Welcome To Your Route To The Elite Level Of Coaching

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Recent studies from Stanford University show that two-thirds of Chief Executive Officers (CEOs) do not receive any outside advice on their leadership skills, and yet almost all would be receptive to suggestions from a coach. The 6th Ridler Report found that 73% of organisations surveyed expect an increase in their financial spend on coaching over the next two years.

## Have you got what it takes to coach from the top?

This brochure is designed to provide you with a clear understanding of the Advanced Practitioner Diploma in Executive Coaching and whether it is the right programme for you.

Since its inception, the Academy of Executive Coaching (AoEC) has been committed to maintaining the highest professional standards, becoming the only European coach training company to be accredited by the three top professional bodies, the International Coaching Federation (ICF), European Mentoring and Coaching Council (EMCC) and the Association for Coaching (AC). We can therefore offer you professional credentials that are recognised internationally.

The aim of the Advanced Practitioner Diploma is to give you the theory, tools, information, support and learning materials to help you build and develop your skills as a coach with a business focus.

“  
An excellent programme that provides the ideal blend of theoretical input, live practice, feedback and personal exploration. The focus on owning your own learning journey and developing your coaching model leads to a deeper learning experience which simultaneously inspires and challenges.”

**Martin Carter, UK**

## The key components are:

- business and leadership perspective of Executive Coaching
- psychological theories and practice within coaching
- coaching skills practice with rigorous feedback
- systems perspective through community group work
- learning journal
- faculty and peer evaluation of your coaching practice
- ICF evaluation of your coaching practice (evaluation of recordings)
- final assessment of your unique coaching model

“  
A truly transformational experience - from the experiential nature of the course and the structured content. I have gained an inside out understanding of how and why I coach the way I do. I couldn't recommend the course highly enough for developing the confidence and the necessary skills to coach at an executive level.”

**Caroline Beeston, UK**

# Why Train With The AoEC?

We are proud to be one of Europe's leading providers of coach training. There are many reasons to choose the AoEC. Here are just a few of them ...

## Our approach

- First and foremost, **you** are our primary focus. We believe in coaching **you** to be a coach, to be the best you can be. We believe that learning to be a truly great coach is a profound and personal journey where we support all the **way**.
- Our training is hands-on and experiential. By definition this means "involving or based on experience and observation". You have to be prepared to 'give it a go'!
- We are '**business focused**' - AoEC is uniquely business focused and the participants on the programmes all share this common focus helping to bring your group together.
- We help you to create your very **own** coaching model. Our programmes do cover various existing coaching models but we don't just teach coaching methodologies, we work with you to identify, mould and develop your own model, your own style, your own "signature presence".
- We deliver an experience by bringing together our knowledge of the business world and a deep understanding of how people function, of how people grow and change.

## Our training

The AoEC was set-up in 1999 by our Founder, John Leary-Joyce who still runs training programmes with us all over the world and is just as enthusiastic about coaching today as he was when he created the company. His mantra that 'coaching can change the world' is embedded in our ethos.

The limitation on group sizes and the immersive orientated nature of the courses allow for personal attention from our Faculty, and plenty of opportunity to put learning into practice.

We are very proud of the programmes we offer but don't expect it to be an easy ride – you are challenged and we ask you to bring your whole self to the programme ensuring you are in a safe environment.

Since its inception, the AoEC has been committed to maintaining the highest professional standards, becoming the only European coach training company to be accredited by the three top professional bodies, the International Coaching Federation (ICF), European Mentoring and Coaching Council (EMCC) and the

Association for Coaching (AC).

We can therefore offer you professional credentials that are recognised internationally.

## Your Accreditation

We offer **you** a route to accreditation.

After completing and passing one of our accredited programmes, you are on your way to becoming an accredited coach yourself. You can choose which accrediting body best suits you and your needs and we can help you with this. We are also able to offer you, having just passed one of our own programmes, accreditation with us for one year. We know that you will be the best of the best having completed a programme with us and we will have the confidence in you to succeed. We want to support you with your next steps and offer this choice to you.

## Our talented people

We are proud of the quality and experience of our Faculty. Highly skilled and respected, our Faculty combine master's-level psychological experience with extensive business leadership and coaching expertise.

## International

We run training all over the world!

In addition to England and Scotland, we deliver coaching training all over the globe and have an AoEC presence in Asia Pacific, Brazil, Croatia, East Africa, Estonia, Ireland and Northern Ireland, Poland, Serbia, Switzerland, Turkey and the UAE.

## Established and Experienced

We are a well established, global organisation and offer training programmes in countries throughout the world.

Over the last 20 years we have trained over 13,000 people from nearly 80 different countries.

We train individuals and work with groups of people within organisations and are able to create bespoke packages for organisations. We really do believe that 'coaching can change the world' so we are growing to help make this happen!

### Support

We have mentioned that our focus is on you throughout our programmes, but this also continues after your training.

We understand that you cannot stand still to remain competitive in the coaching industry and you may choose to specialise in a particular area. We aim to support people's continuous professional development and offer a range of workshops and masterclasses.

Also, once you have passed your programme with us, you will automatically qualify to join our Alumni. Here you will have member's access to our dedicated website area with useful reports, articles and resources. You will be invited to dedicated Alumni events, be eligible for discounts for related services and subscriptions and be part of the Alumni LinkedIn community.

You will find that by training with us, you will bond with other like-minded people, discover useful business contacts and create friendships that you will treasure. We hold our hands up – this is not down to us! We are inspired by each and everyone that trains with us and we are always thrilled when we see Alumni meeting up at events and greeting each other as if they have been friends for their whole lives.

“ Very friendly, straightforward, open and trustworthy space for becoming an executive coach. It differs from other trainings by the high level of demandingness for the skills you need to develop during these months and the essay you should write. You really need to work to get the diploma. ”  
**Kristiina Tukk, Estonia**

## Who Is This Qualification For?

**This programme is aimed at experienced coaches who will be working with senior clients. The programme for the AoEC Advanced Practitioner Diploma parallels the journey of the coaching client.**

If the purpose of coaching is to enable the executive to understand and enhance their own contribution to delivering business results, then the journey of the Advanced Coach is a parallel one.

It relies upon the coach and the executive coachee engaging in a meaningful conversation to which the executive brings three factors:

- a sense of purpose: what must be achieved. He or she learns to identify:
  - a sense of process, for achievement and within that:
  - a sense of self, and their contribution.

### The coach brings:

- a sense of self, their awareness and experience (person) to identify:
  - a process, for exploration and planning, to deliver:
  - a sense of purpose, adding value to the delivery of results.

You will be helped to map your journey to developing excellence as an Advanced Coach. Those journeys are likely to start from different places. Advanced Coaches will come from backgrounds in coaching, counselling/therapy, consulting, management or leadership. You will be able to operate across a range of areas, although you may specialise in one.

To ensure that the Advanced Practitioner Diploma programme is right for you, there is a very thought provoking entry process. This uses four questionnaires with a follow-up individual tutorial that will enable you to identify your strengths, development areas and then to create a personal learning plan for the programme.

# Why Train For An Advanced Practitioner Diploma In Executive Coaching?

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## Benefits for Individuals

- Increase self-awareness including emotional and transpersonal awareness, cognitive knowledge and behavioural skills all of which are key for personal and professional development.
- Gain a good working knowledge of psychological theory and practices which can shed light on our motivation and self-limiting patterns of behaviour.
- Develop a greater understanding and knowledge of leadership models and theory which is a basic requirement for coaching leaders.
- Focus coaching practice in a results-orientated style which parallels the work of leaders and executives who are expected to produce results within defined parameters.
- Deepen core coaching competencies to coach leaders and senior executives including creating the right foundations to facilitating personal transformation.
- Develop a unique coaching framework that draws on all your learning (both theory and practice).

## Benefits for Employers

- Ensure the individuals you develop as coaches are properly equipped with the skills, knowledge and ethical understanding they need to coach at a deeper level.
- Develop a coaching culture in your organisation ensuring that you have experienced coaches to support the senior team.
- Increase the ability to use the teams' inherent wisdom to find solutions and work more effectively on a day-to-day basis.
- Demonstrate improvements as a result of the coaching intervention.



I found the programme to be a powerful learning experience that has totally changed the way that I coach. It has been an amazing journey over 18 months in which I have learnt a lot about myself as a person as well as a coach and have grown enormously. The focus on experiential learning enabled me to process new theories and try them out for size to see which ones fitted. Being a member of a learning community that comprised participants and Faculty/ Assistant Faculty provided a richness and diversity of perspectives, styles and experience that I greatly benefitted from. This programme is not for the faint of heart since it sets very high expectations and is demanding. However, it is also very rewarding. What I particularly liked is that the Faculty were not trying to force fit us into one particular style of coaching and worked with us to find our own unique style and signature coaching presence. I would highly recommend this to anyone who wants to develop their coaching practice. "

**Joan van den Brink, The Netherlands**

# What Accreditation Does The Advanced Practitioner Diploma Give You?

## The ACTP route to ICF PCC level accreditation

The Advanced Practitioner Diploma is accredited with the ICF for 131 hours in total. The ICF requires 125 Student Contact Learning Hours (SCLH). This is defined as 104.5 hours of direct tutor contact and 20.5 hours of training contact (where it is not necessary to have a tutor present).

The Diploma represents 110.5 direct tutor contact time, broken down as follows:

- Orientation Day (7 hours),
- 4 x 3-day Residential Events (total of 90 SCLH hours),
- Assessment Day (8 hours observing two others),
- intake tutorial (1.5 hours) and four further tutorials (4 x 1 hour).

Participants are expected to engage in self-directed learning activities outside the contact hours of the programme to cover the remaining 20.5 SCLH hours. They do not need the presence of a faculty member. This might include, for example: additional meetings with your practicum group, Action Learning Sets, book club etc. This additional work needs to be documented and commented upon in your Learning Essay.

## EMCC Evidence of competence

The Advanced Practitioner Programme holds the EMCC European Quality Award which provides graduates with the evidence of competence that they need to apply for the EMCC Accreditation at Senior Practitioner level.

In the course of the programme, participants should expect to give 400 hours of study time in total to this programme, including the contact time on the programme and the self-directed learning outlined above. This might include: exploration of key literature, internet study, preparation for assessment, ongoing work on the learning journal.

Please note that both the ICF and EMCC require evidence of coaching hours in addition to the training hours provided by this programme. For full details please refer to their websites.



The Advanced Practitioner Diploma did not just make me a better coach, it made me a more developed person.

I realised there's a limit to what you can learn about coaching in books or even from practising it alone - learning with others and the feedback and interactions I had were the most valuable part of the programme. "

**Anita Rolls, UK**

# Overview Of Modules And Learning Outcomes

## Orientation Day

Once you have been accepted onto the programme, the first event is the Orientation Day. The purpose of the day is literally to 'orient' you to the programme, which includes:

- meeting the other participants who will be joining you on your learning journey
- meeting the core member of Faculty
- obtaining more information about the structure and content of the programme which includes a 'question and answers' session

## Finally, participants will have the opportunity to:

- participate in a coaching session and receive feedback on your coaching
- receive feedback from your new colleagues on the impact you made during the day

## Module 1 (3 days)

### Planning our work together

The first module is about contracting, learning outcomes and co-creation of the learning curriculum within the context of the learning community. In this process there is specific focus on building a learning community, establishing a working alliance and arriving at a joint understanding of the definitions and boundaries of advanced executive coaching. The outcomes from these group discussions are then integrated with the core curriculum elements, into a framework for the whole Programme.

## By the end of the Module, participants will have:

- a co-created curriculum, representing the learning requirements/aspirations of the whole group in addition to the core curriculum
- formed the basis for the Programme's learning community, both formally and informally, and how you will work together during the Programme
- looked at the group's learning and group dynamics as a mirror, to better understand systemic issues in your clients' organisations
- you will be allocated your first coaching practice group (you will be coach, client and observer) to help you develop and experiment with your coaching

- participated in group discussions about the definitions, overlaps and differences between coaching, mentoring, counselling, training, managing etc.
- worked with your triad members on refining and consolidating your Learning Plan and your personal learning objectives
- practice coaching, observing, giving feedback and being coached in your practice group
- started the process of thinking about your Coaching Framework, having seen a demonstration of one example of this given by a past participant

## Participants will also have:

- an understanding of co-managed, reflective learning
- an understanding of what a coaching framework and model might look like
- an understanding of the process of generating your own coaching framework and model
- an understanding of the assessment and evaluation methodology for the AoEC

## Module 2 (3 days)

### Core Coaching

Module two addresses the 'Core Coaching Practice' circle in the AoEC's three-circle model, the various concepts, practices, tools and techniques. It will parallel clients' experiences in that coaching has to have outcomes, results or goals. Participants will have developed their own performance goals through their Learning Plan, against which they will be expected to deliver.

## By the end of this Module, participants will have:

- explored how you think adults learn and how coaching supports this process
- explored the core coaching skills through work in your practice groups
- discussed a live coaching situation in your supervision group
- reviewed progress towards overall course objectives

## Participants will also:

- be able to access a range of tools transferable to your own work with their clients
- have an understanding of how you will construct your coaching model (the step by step process of coaching)

## Module 3 (3 days)

### Psychological Models

This module addresses the 'Therapeutic and Psychological' circle of the AoEC's model. It concentrates on psychotherapeutic concepts and models underpinning practice. Participants will be introduced to a range of theories which will be drawn from: Gestalt theory, Transactional Analysis, Cognitive Behavioural Theory, and other psychotherapeutic methods. This will give them essential underpinning knowledge that will inform their coaching framework and practice. They will then be able to review their own emerging frameworks based on expanded awareness of other models and theories and ways of doing things.

## By the end of the Module, participants will:

- be able to demonstrate an application of at least one psychotherapeutic model and how this applies to coaching in general
- be able to demonstrate an understanding of two other models and how they can draw on them when forming their own coaching frameworks
- be able to demonstrate how their own coaching framework compares with other psychotherapeutic models
- have reviewed progress towards overall course objectives

## Module 4 (3 days)

### Business and Leadership

During this module participants will be introduced to the organisational environment, the executives' world and how they will work within it. They will also explore a range of leadership concepts and styles, organisational structure and strategy and their application to the work of an executive coach through an organisational case study. The group will also explore a systems approach to organisational thinking: the coach's impact on the system and the system's impact on the coach. Faculty members will explain and clarify the AoEC assessment process and criteria, and set up assessment groups for the final event.

**By the end of the module, participants will have:**

- a working knowledge of a range of leadership theories and how the concepts may be used as tools in their coaching work
- an understanding of organisational issues relating to the executive's world
- an understanding of a systems approach to organisational issues; its impact on the client and the coach, and the coach's impact on the system

**Assessment and Evaluation**

**The Assessment Day is made up of:**

1. presentation of the participant's unique coaching framework and model of practice to assessors and colleagues
2. coaching demonstration with their 'client'. Their 'client' will be a peer from the group

**By the end of the day, participants will have:**

- integrated all programme components and understood how they relate to their individual coaching frameworks
- developed/refined and included their ethics components into their personal coaching models
- tested out their learning outcomes against their stated goals
- demonstrated a detailed understanding of the assessment criteria in their practice

**“**  
By far the best learning experience in my life. Empowering, stimulating, transformative. I feel this programme has changed my life and my clients can tell the difference. **”**

**Cecile Guinebault,  
France**

# Course Faculty

## Moira Halliday Director of Training



Moira became the Director of Training in October 2009. For over 20 years she has successfully combined organisational consultancy, executive coaching and psychotherapy in her own business. Working with CEOs, senior managers, leaders and leadership teams she focused on developing effective leadership skills, organisational learning, managing change and enhancing personal effectiveness. Moira is trained in Humanistic Psychology and Process Oriented Psychology as well as being a trained mediator, experienced in conflict resolution and developing mediator training programmes.

In addition to delivering across AoEC open programmes, Moira also has responsibility for international, programme design, quality assurance, faculty development and supervision.

Being a member of the AoEC team provides Moira with an opportunity to feed her passion for realising potential for people and organisations. Moira is also committed to her own theoretical and experiential learning.

## Sarah Carrington Faculty



Sarah is an ICF Accredited Executive Coach, working with leaders and leadership teams to strengthen their performance and achieve competitive advantage for them, for their stakeholders and for their organisation. She has extensive experience of leading teams in complex, dynamic environments from many years at one of the top FTSE 100 companies.

Sarah is a member of Faculty for the Practitioner Diploma, Advanced Practitioner Diploma and a coach supervisor. She supports and challenges people to discover how they are holding themselves back and how they can drive themselves forward.

Sarah's coaching qualifications include the Practitioner Diploma in Systemic Team Coaching and the Advanced Diploma in Executive Coaching.

## Nick Kitchen Faculty



Nick is an experienced senior executive and team coach, trainer, facilitator, coach supervisor and engaging event speaker, with more than 25 years' experience in supporting the development and success of organisations and leaders throughout many parts of the world.

His clients have ranged from SME entrepreneurial organisations to large multinationals across many sectors. He has been developing coaches for over twenty years, drawing particularly on his development of Somatic Cognitive coaching and facilitation which enables coaches and leaders to engage with their deeper embodied experience and thereby impact more effectively that of their groups and wider systems.

He has been faculty since 2009, principally on the Advanced and Systemic Team Coaching Diplomas. Nick's professional qualifications include: Developer of Somatic Cognitive Coaching and facilitation, Developer of IIMAC® sales process, AoEC Diploma in Advanced Executive Coaching (Distinction), ICF Professional Certified Coach Accredited and Accredited NLP Trainer.

# Course Assessors

The Advanced Practitioner Diploma in Executive Coaching is supported by the expertise of the following assessors.



## Anne Archer

The blend of academic rigour and practical application is important to Anne. She studied at master's level; coaching (AoEC), change and the psychology of wellbeing. She trains and assesses coaches and mentors

and is a supervisor to a number of inspiring, talented coaches.



## Duncan Coppock

Duncan has been coaching since 1998 and training and mentoring coaches since 2001. He is a Master Certified Coach (MCC) with the International Coaching Federation and an assessor for the ICF at both

MCC and PCC levels. He frequently partners with coaches to make their credentialing process more enjoyable and successful. Author of 'The Self Factor: The Power of Being You, A Coaching Approach', Duncan has thirty years' experience of various personal development approaches.



## Karen Gervais

Karen is a sought-after ICF-accredited coach, coach supervisor and change agent, having worked globally at senior and C-suite levels with clients across Europe, Asia and America for over 20 years. With a powerful blend

of psychology and business experience, she focuses on transformational executive development, and on co-creating accelerated solutions to boardroom challenges. Her passion and approach centre on harnessing, unblocking and optimising the energy in a human system to bring about profound and sustainable change.



## Lizzie Holden

Lizzie has over 4,500 hours of coaching experience from working with middle management to board level in over twenty countries. She is a qualified coach supervisor.

Her coaching practice is primarily in financial services, universities, technology and the NHS. Her leadership work is entirely focused on coaching, her other work is as a shamanic healer and a poet.



## Lizzie Pawsey

Lizzie is an ICF accredited coach (PCC level) coach, facilitator, coach supervisor and consultant. She thrives on creating a space where leaders can create personal insights that transform their lives and work.

She brings 20 years' work experience in several global organisations where she worked in a number of senior marketing and HR leadership roles. Lizzie has over 1,700 hours of coaching experience and works with board, executive and senior management levels both one-to-one and in groups.



## Kate Sirrell

Kate is an ICF accredited PCC level executive coach, facilitator, coach supervisor and mentor. She specialises in behavioural change for leadership individuals, teams and coaches. Kate has global experience,

gained over the last 25 years, working with boards, senior leaders, managers and their teams. After 10 years in internal roles in HR and Talent Development based in the UK, France and Australia, she went on to develop a strong coaching background.



## Paul Van Geyt

Paul is an ICF accredited Master Certified Coach and a trained ICF assessor. For the past 15 years, Paul has been coaching clients across all levels of seniority in a variety of industries, including professional

services, FMCG, banking, energy distribution, real estate and industrial production. Paul can operate comfortably in the heart of a group and is adept at building teams, integrating groups and creating consistency and alignment.



## Kay Young

Kay has a deep interest in Awareness IQ and how awareness supports a more relational, embodied, creative way of learning, living, and leading. Her practice is gestalt orientated. Kay

has extensive senior management experience including working at NHS Board Director level. She has been professionally coaching since 2003 and is an ICF Evaluator and Assessor.

# When Can I Start?

## The Application Process

### Entry requirements

The programme is designed to build on your substantial knowledge and experience of working extensively in the people development field.

### Entry Procedure

The procedure for joining the programme involves a development process that will enable you to:

- benchmark your skills against best practice,
- benefit from professional, objective feedback,
- gain fresh insights and enhance your professional knowledge,
- take valuable steps in your personal learning journey.

The two stage entry process is:

#### Stage 1

Initial application, completion of competency self-assessment questionnaires which provide a starting point for ongoing discussion and analysis, and will be used:

- to provide a basis for your Learning Plan
- at your first personal review.

#### Stage 2

In-depth personal review with a Faculty member. Following this meeting you will hear whether you have been accepted or whether you will need a further tutorial.

## Schedule

Orientation Day  
9th February 2022

Module 1  
15th – 17th March 2022

Module 2  
14th – 16th June 2022

Module 3  
13th – 15th September 2022

Module 4  
15th – 17th November 2022

Assessment Day  
8th March 2023

## Financial Investment

Our primary aim is to create a programme of the highest standard that also reflects value for money.

We have costed the programme at a level commensurate with top quality trainer fees and external course assessment/supervision and this has remained the same for several years.

The course fees are £8,900 + VAT plus, there are residential costs of £1,500 + VAT.

The Programme Fees (course fee + residential costs) must be paid before the start of the programme or, for an additional 5%, spread over the duration of the programme by standing order.

Please ask for details from the Programme Manager, Mandy Golley.

## Further information

**For further information and to discuss the selection criteria please contact:**

Mandy Golley  
mandy.golley@aoec.com  
+44 (0) 20 7127 5125

## Venue

### Salomons Estate, Kent, UK

Situated just two miles outside the spa town of Royal Tunbridge Wells, Salomons Estate is a stunning Victorian mansion, designed by the acclaimed architect Decimus Burton. Set in 36 acres of rolling gardens, parkland and woods, it enjoys an enviable location in the heart of England's garden, yet within an hour's travel of central London.



# Coaching becomes both an applied skill and simply who you are

**Sian Ferguson has previously worked for leading brands including Nationwide, Capita and the BBC. Now working at SHL Group, she completed the Advanced Practitioner in 2019.**



## **What did you find were the most beneficial learning experiences on the diploma?**

Undoubtedly, the immersive nature of the programme, the AoEC team creates with us a space which is uniquely “safe”, challenging and joyous in equal measure and one which we, as participants I think eagerly returned to as the modules progressed! The rules of engagement, if you like, were as nowhere else in life and I’d encourage anyone to participate fully and feel the immense value that comes from learning with others. The relationships which form are truly magical, I remember coming away from the programme and thinking, Wow! how amazing it is to have a group of people to whom you can turn for the rest of your days!

When things work well, you often don’t reflect on the value of the overall structure and architecture of the programme, it’s about trusting AoEC and the process that’s been developed as learning and growth build over time. I now know as a coach of course that trusting the process is a key point!

Finally, the content is critical, this programme blends both depth and breadth of psychology, theory and practice so whatever your way in, (mine as chartered psychologist) you can find your most natural starting point, I think. This is part of the beauty of the programme, we all enter from differing places, come together in a fabulous learning environment then go out having found who each of us is as a professionally qualified coach.

## **What would be your top piece of advice for anyone thinking about doing professional coach training?**

I think, be open-minded, trusting and commit to the journey! You may not know for sure that this is the programme or path for you, but something will have brought you here! And that will mean something. This is an investment in you, embrace that and know you’re worth it!

Secondly, this provides both personal development and professional qualification, so will enrich you in whatever you pursue, if that’s as a professional coach then you

know that the standard of learning excellence will have prepared you well. Getting there, however can be challenging at times, whether that be from understanding the content, braving the practice or simply making the time to fit it into life. Don’t be alone, draw on the amazing support of the AoEC team and colleagues and these difficult moments will pass!

## **What does your personal coaching model entail and how has this evolved since completing the diploma?**

This has been particularly fascinating for me, in that I’ve seen the evolution of my model through the Practitioner and Advanced programmes. In principle, I believe that learning is to be human, the coaching relationship is key and that creating dialogue is the way to enable us to adapt to the circumstances and environments we find ourselves in. Whilst the foundations of my model have remained the real shift for me has been from being “outside” the relationship, focused on facilitating the client’s work to stepping “inside” the space, to “be” with the client as we explore together.

## **How are you measuring the effectiveness of your coaching work?**

One of the key texts for me on the programme was Mary Beth O’Neill’s Executive Coaching with Backbone and Heart, bringing both structure and creativity to coaching, and whilst we may naturally favour one, both are important. She outlines some very useful ways to think about demonstrating the contribution coaching may bring to a client’s overall transformation. Being clear as you set off is important, establishing clarity around what the client really wants to achieve, what this means for how the client’s relationships play out and how team interactions can enable progress. Alongside this overarching approach, it’s important of course to pay attention to both mine and the client’s feedback, reactions and learning in each session. This is a very rich source of data.



For information on other AoEC programmes contact:  
+44 (0)20 7127 5125  
[info@aoec.com](mailto:info@aoec.com)  
[www.aoec.com](http://www.aoec.com)