



# Coaching Academy

## Curriculum Modules

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### Program Orientation

This session will provide an opportunity for participants to become acquainted and be oriented to the overall program. Through group sharing and faculty presentation, participants will learn about the RIHEL coaching philosophy, the program learning environment and the location of essential program information, resources and tools.

### Creating Community Agreements

During this session, participants will identify the qualities that will make the program a meaningful and positive experience for themselves and create a supportive and effective learning environment for all. Through discussion and sharing, participants will create class community agreements that they will adopt and integrate into their participation in the program.

### Setting the Foundation for the Coach

Through group discussion, individual reflection, role play and faculty presentation, participants will explore foundational elements of coaching, including:

- How the coaching role is distinct from other support professions (e.g. counseling/therapy, consulting, managing)
- Types of coaching
- A Code of Ethics and its importance
- Coaching Core Competencies as defined by the International Coach Foundation (ICF)
- ICF Coaching Credential pathways

### Values and Biases

Through exercises and discussion, participants will have an opportunity to clarify their personal values and learn about implicit bias. We will explore how these are connected and how they may impact the way we interact with others, especially in a coaching setting.

### Diversity, Equity, and Inclusion in Coaching

This session will build on the *Values and Biases* session discussion and move into a broader exploration of diversity, equity, and inclusion (DEI) within a coaching context. Session discussion and reflection will address questions such as: What is important about DEI in coaching? How do I personally connect with DEI and how may that show up in the coaching environment? What is the role and responsibility of the coach around DEI? What is important for the coach to consider within their coaching practice?

### Mindfulness, Intuition and Curiosity

Coming from a state of curiosity and using our intuition are key aspects of effective coaching interactions. In this session, we will explore what is meant by mindfulness, intuition and curiosity, the value of using mindfulness practices as a coach, how mindfulness supports our intuition and curiosity, practices for building our capacity in these areas, and the role that mindfulness, intuition and curiosity play in coaching. We will also explore the appropriate role and use of humor in coaching interactions.



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### Core Coaching Skills

These sessions will provide an in-depth review of core coaching skills. Through discussion, exercises and practice, participants will be able to apply these skills in coaching interactions and describe how they relate to the ICF Core Competencies.

**Listen** – In this session, participants will distinguish what it is to listen powerfully and identify several practices they can use to be an effective listener.

**Ask** – In this session, participants will distinguish the qualities of coaching questions, practice generating coaching questions, and practice asking these powerful generative questions in a coaching setting.

**Encourage** – Through this session, participants will be able to describe and use the two core practices for providing encouragement: validating emotions and celebration. These practices provide the tools for building self-esteem in clients and reinforcing their strengths and assets.

**Refine** – One of the roles of a coach is to support a client with forward movement in their coaching conversation and with their goals. The refine skill supports this movement. Through this session, participants will be able to describe and use two core refine techniques to help move clients and coaching conversations forward: “two-words” and the use of metaphors. Additional refine practices will be explored in the *Getting Unstuck* module.

**Challenge** – The challenge skill is about helping the client experience ah-ha moments or create a shift in their own thinking that helps them move forward. Through this session, participants will be able to describe two general practices for challenging a client: making requests and providing reality checks. In particular, participants will practice creating and using powerful requests in a coaching setting. The reality check practice will be more fully explored in the *Getting Unstuck* module.

### Working with Emotions

In this session, we will explore generally and personally the definition, language, meaning and culture of emotions and emotional expression. We will consider our personal comfort with and reactions to certain emotions, particularly the emotions that we find challenging, how emotions can show up in coaching interactions, and how to respond effectively. Through this session participants will be able to:

1. Explain the importance of recognizing, labeling, identifying the messages behind, and effectively using experienced emotions.
2. Identify emotions that are personally challenging to be with.
3. Implement simple practices for responding effectively to strong or challenging emotions (in yourself or other).



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### Emotional Intelligence

This session will provide an overview of emotional intelligence (EI) and its connection to coaching. We will use the Emotional Quotient Inventory (EQi-2.0) to deepen our understanding of the domains that comprise one's emotional intelligence and explore our own EI strengths and opportunities for growth.

### Setting the Foundation with the Client – Trust and Rapport

To ensure a successful coaching experience, it is essential to establish a powerful foundation with the coaching client. In this session, participants will distinguish what it takes to create a safe space and build trust and rapport in a coaching relationship. Building trust and rapport will be further explored in the *Personal Styles and Preferences* module.

### Personal Styles and Preferences

Using the Insights Discovery tool as a model for understanding different personality, communication and learning styles, this session will provide participants with an opportunity to identify their own style and learn how their preferences may impact interactions with others. Through this session, participants will distinguish why understanding perception is important to coaching, and how to most effectively communicate and interact with each personality type in a coaching context.

### Building a Foundation for Action – Values and Focus

A core role of a coach is to actively listen and facilitate learning and results for the person being coached. This includes supporting clients with achievement of their goals. An essential step in this process is clarification of the client's values, commitments and intentions. In this session, participants will explore and practice using a couple of tools that coaches can use to support clients with clarifying their values and areas of focus for coaching.

### Establishing Mentor Groups and Coaching Partners

To support the development of coaching skills, all Coaching Academy participants will take part in 10 hours of mentor coaching sessions through five 1.5-hour group mentoring sessions and three hours of individual mentoring sessions. Mentor coaching requires all participants complete recorded coaching sessions. During *this* session, faculty will lead a process whereby program participants will be assigned to small mentor groups and then identify another participant as their coaching partner for the group mentor sessions.

### Coaching Conversation Frameworks

A coaching interaction is not just a conversation. It follows a particular framework to support the client through a process that takes them from goal formulation to goal achievement. This session will provide participants with at least three different models for providing an effective and complete coaching interaction. Participants will also have the opportunity to distinguish how the ICF core coaching competencies are reflected in these models.



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### Setting the Foundation with the Client – Agreements

To ensure a successful coaching experience, it is essential to establish a powerful foundation with the coaching client. This includes setting expectations through agreements – creating a contract for the coaching relationship and clear agreements for each coaching session. In this workshop, participants will explore the important and essential elements to include to create clear expectations for a coaching session and for the coaching relationship overall. Participants will then have the opportunity to design their own coaching contract and practice establishing a coaching contract agreement in an observed coaching practice lab session.

### Building a Foundation for Action – Goals & Designing Actions

A core coaching competency is the ability to support clients with designing actions that provide opportunity for ongoing learning and achievement of the client’s goals. In this session, participants will explore and practice using a tool to help client set goals, design actions, and create accountability. Participants will also have the opportunity to distinguish how these tools align with coaching frameworks and relate to the ICF core coaching competencies.

### Getting Unstuck

In the process of articulating goals or designing and taking actions, it is not uncommon for people to run into barriers or stumbling blocks. Thought patterns may limit one’s beliefs and forward movement. It is the role of the coach to help clients move past these “stuck” spaces and generate positive thought patterns and forward movement. Through discussion, exercises and coaching practice, participants will be able to:

1. Identify common negative or limiting thought patterns.
2. Better help clients get unstuck from limiting thought patterns.
3. Describe the connections between the strategies for getting unstuck and the core coaching competencies.

### Introducing Others to Coaching

As a coach, it is important to be able to introduce coaching to others. Through this session, participants will be able to:

- Make the case (the return-on-investment or ROI) for coaching
- Introduce what coaching is and what one can expect out of coaching
- Introduce themselves as a coach
- Express their coaching style
- Help a potential client determine if they (the coach) are a fit for the client’s needs

### Essential Practices for Effectively Managing Coaching

While foundational, there is more to coaching than using core skills, models and strategies. The coach must also effectively manage the coaching experience and honor the coaching agreement and code of ethics. When working with a new coaching client, there are many things to track and communicate, from clarifying what coaching is and reviewing the coaching agreement, to establishing fees, payment process, session times, and communication preferences, to capturing their coaching goals and



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aspirations, and more! In this session, participants will brainstorm together to identify important elements to include in a new client intake and organize them into a “checklist.” Participants will also explore practices that are essential for effectively managing new and ongoing coaching relationships. These include:

- Maintaining effective communication with clients
- Considering the coaching environment
- Preparing for coaching sessions
- Notetaking tools and practices
- Accountability routines
- Ethical record-keeping

### Coaching Resource Exploration

A multitude of resources and tools exist to support coaches in their work with clients. This session provides participants with an opportunity to explore and discover resources that directly relate to the ICF Core Competencies and to the client coaching relationship, research a specific coaching resource of their choice, and present it to their classmates. Through these presentations, participants will be able to identify specific tools and resources that they can apply in their coaching practice.

### Coaching from Assessments

Many coaches utilize personal assessments (e.g. emotional intelligence, personal strengths, leadership inventories) with their clients. Some clients bring pre-existing assessment results to their coaching experience. A coach does not necessarily need to be a certified administrator of an assessment to garner value from it for a client. Through this session, participants will learn how to incorporate and leverage assessment results into the coaching experience to support the goals and growth of the client.

### Making a Referral

Given the specific role and ethical boundaries of coaching, it is important that coaches are able to refer clients when appropriate. Through this workshop, participants will be able to:

1. Explain the coach role and responsibility for referral and reporting.
2. Identify key indicators for referring a client to a mental health provider.
3. Effectively refer a client to another professional when deemed necessary or appropriate.

### Completing Coaching

This session focuses on learning how to create a powerful conclusion to a coaching relationship. We will explore when and for what reasons coaching may come to an end, and how to create a transition that acknowledges the end of the agreement, celebrates what was accomplished and empowers the client to continue on the path they’ve created.

### Putting it into Practice

This session focuses on applying and putting into practice what has been learned throughout the program. In one offering of this session, participants will practice coaching one another using a skill, tool, approach or competency they wish to develop further. In a second offering of this session, participants will practice demonstrating specific coaching core competencies. Faculty will observe these



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coaching practice sessions and facilitate group discussions using the coaching core competencies to reflect and provide feedback to each participant-coach.

### The Business of Coaching

Through a panel discussion and open Q&A with currently practicing certified coaches, this session will provide participants an opportunity to learn about and gain insights into different types of coaching practices and the factors that influence a thriving coaching practice.

### Personal Development and Your Next Steps

The ICF Code of Ethics (Part two, Section five) specifically calls for a commitment from coaches to continued and ongoing development of their professional skills. In this session, participants will identify tools, resources and practices that they can use to support the development of their professional skills. Through personal reflection and small group feedback, each participant will create a personal plan for their next coach development goals and actions.