



# EFFECTIVE COACHING AND MENTORING

ILM LEVEL 5  
CERTIFICATE & DIPLOMA

3d Leadership Ltd  
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# Programme Overview

Thanks for looking at our programme - we are really proud of what we have created, which is significantly above the minimum requirements by the ILM. It's a programme that both of us would have loved to attend when we were first qualifying. This programme gives you the flexibility to qualify to Certificate or Diploma level in Effective Coaching and Mentoring, and gives you the additional choice to focus your attention on either Coaching or Mentoring. But more importantly, we have designed this to give you the opportunity to work with several different coaching modalities so that you can find your own style and strength as a coach or mentor. We don't believe in turning out 'identikit' coaches. We want you to have the confidence and skills to coach in your own signature style.

The programme runs over 7 months, covering seven full days of input and skills practice including feedback and supervision. You will get to work in peer support groups to practice and receive feedback in between the taught sessions.

We also have designed in some additional flexibility to cover some other areas - such as group or team coaching, and this will be agreed with the group.

Before we get into the details, here is some feedback from recent participants:

*"The standout for me having experienced the qualification for myself was Toni's investment in helping the cohort find their own coaching style along the spectrum of possible modalities. It was such a diverse group and she took them all on a journey of exploration to understand what coaching meant to them personally and what coaching style felt most authentic to them. This was something I had to discover for myself too many years in so spent some years going through the coaching motions! Observing this group and listening to them share some of their reflective practice gave me goose bumps at how far they came in such a short space of time."*

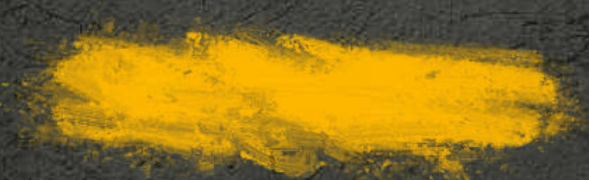
*"There was a good balance of support and challenge to sufficiently push us out of our comfort zone but with empathy!"*

"I think the pace of the workshops was great, it never felt rushed or squashed in. I found the content very engaging and there was the right amount of time available to practice the skills we were learning as we went along. Toni was an excellent trainer, a wealth of knowledge but also very approachable and caring. Toni was so passionate when speaking about coaching it was really encouraging. Toni has also been very supportive of me personally during what has been a very difficult time and made me feel like I can continue with the programme."

"Probably one of the very few training courses where the pacing, the theory and the practice were just right. Great trainer. Right level of formality – informal but not too informal. Good cohort – everyone genuinely interested. Everyone got a chance to speak. Zoom worked well surprisingly – the breakout rooms were good. I felt I had lots of time to explore and ask questions. Have come away with genuine desire to learn more. "

"The course and Toni were great. It was genuinely challenging yet not overwhelming and I feel equipped to start coaching. I really like how Toni spoke about finding our 'signature' and leaning in to what works for us, and this is something I'm holding onto as I move into the big wide world of internal coaching. It goes without saying that Toni was knowledgeable, personable, dedicated and a great teacher. I would love to have yearly skills practise with her as a part of my ongoing development!"

"I really feel that the course has not only equipped me with skills to be an effective coach but also increased my emotional intelligence and awareness as a result. After the first session, when I was doing my own reading, I was drawn to more goal focused models but one of the key takeaways for me, was really learning to hold space for feelings and awareness of my body so that I can do that for others. By tapping into this area, I've been able to open conversation in a way that I couldn't previously but I've also been stopping to ask myself some of these things too. There are other parts of the course, like learning about TTM, that I've taken away, learned more about and applied as a manager looking after a team going through a lot of change. I know a fair amount of org change, but learning about a more person centred change model, helps me take a more balanced and well paced approach to change. So I'd say not only am I learning to be a good coach, I've also become a more effective manager as a result and the skills I've learnt will definitely serve me well as I progress and develop my leadership skills further. "



# Programme Structure

The programme consists of 7 taught days - in blocks of 3, 2 and 2 days with plenty of space in between for you to get the required coaching skills practice and further reading in. In addition you are required to write and successfully submit three very practically based assignments.

Initial 1:1 Discussion

Days 1, 2 & 3

8-10 week gap for practice

Days 4 & 5

12-14 week gap for practice

Days 6 & 7

Assignment 1 Due 8 weeks after Days 1,2,3

Assignment 2 Due 10 weeks after Days 4 & 5

Assignment 3 Due 4 weeks after Days 6 & 7

# Programme Details

## Workshop 1

### Welcome and Introductions

- What is Coaching?
- What is Mentoring?
- Benefits of each and when to use
- Organisational Context

### Key Coaching Skills

- Listening
- Questioning
- Empathy/Rapport
- Goal setting
- Feedback
- Codes of Practice and Competencies (EMCC/AC/CIPD)

### Coaching Models – GROW, OSCAR, ACHIEVE

### Coaching Skills Practice

- Coaching Skills Practice Review

### Reflective Practice and Supervision in Coaching

- KOLB
- Feedback

### Supervision Benefits and Requirements

### Introduction to ILM and the Qualification

- An outline of the qualification and the related learner support available
- Format of the programme – content, hours, attendance, delivery methods
- The assessment requirements, including assessment criteria
- Roles and responsibilities of Centre staff, learners and ILM
- Learning and study skills, including reference to use of library, internet and any open or online learning to be used
- Information on tutorial support, advice and guidance, equal opportunities, appeals procedures, authenticity and plagiarism

# Workshop 2

## Welcome and check in

### The Responsibilities of a Coach

- Differences between an internal and external coach
- Types of Coaching - Performance, Leadership, Life etc
- Key responsibilities
- Barriers to coaching
- Contracting

### Evaluating Coaching

- Role of goals (SMART)
- Levels of evaluation (Kirkpatrick)
- Methods of evaluation

### Coaching Skills Practice - using contracting and goal setting

- Record Keeping and Reflective Practice
- What to keep
- Data protection/GDPR

### Review and Close

# Workshop 3

## Welcome and check in

### Coaching Tools

- MBTI®/360 degree feedback
- SWOT analysis
- Wheel of Life
- Lifeline
- Drawing and using objects

### Skills Practice – using coaching tools

### Emotional Intelligence

- Definition
- Models (Travis Bradbury)
- Awareness of Self and Other

### Ethics in Coaching

- Difficult situations
- Codes of ethics (AC/EMCC, CIPD)
- Organisational challenges

### Briefing for Assignment 1 (Unit 500)

- Requirements
- Deadlines and support
- Guidance for writing
- Referencing

### Create Coaching Triads

### Review and Close

# Workshop 4

Welcome and check in

Group Supervision – Real life issues and challenges

- Feedback
- Reflective practice/learnings

Using Transactional Analysis in Coaching

- TA Basics
- Ego states, scripts and strokes

Skills Practice and Review

Reflective Practice and Note taking space

Review and Close

# Workshop 5

Welcome and check in

Cognitive Behavioural Coaching (reframing unhelpful thinking)

- Rational v Irrational Beliefs
- Thinking Errors & Distortions
- ABCDE Coaching Framework

CBC Coaching Skills Practice and Review

Coaching Tools: Working with Narrative Coaching

Skills Practice and Review

Briefing for Assignment 1 (Unit 500)

- Requirements
- Deadlines and support
- Guidance for writing
- Referencing

Reflective Practice and Note taking space



# Workshop 6

Welcome and check in

Group Supervision – Real life issues and challenges

- Feedback
- Reflective practice/learnings

Gestalt Coaching

- SOS Model
- Gestalt Cycle
- Experimentation

Skills Practice and Review

Reflective Practice and Note taking space

Review and Close

# Workshop 7

Welcome and check in

Appreciative Inquiry Coaching

Skills Practice and Review

Briefing for Assignment 3: Reflective Journal (Unit 503)

- Requirements
- Deadlines and Support
- Evidence and Documentation
- Format
- Referencing

Course Reflection and Ongoing Support Arrangements

Review and Close

# Programme Price

The programme price is £1,750 (Certificate) and £1,950 (Diploma) per person and includes the following:

- Attendance on the 7 days workshops
- Registration and student membership of the ILM
- Marking for 3 assignments. Additional markings charged at £75 per marking
- Supervision during the programme
- Certification
- Full course notes

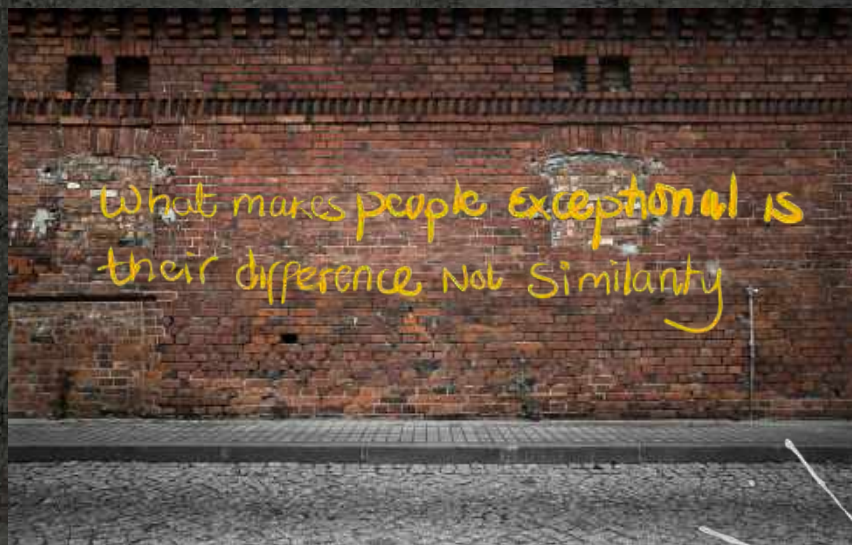
To register or find out more, either call us on 01684 575852 or email [Toni@3dleadership.co.uk](mailto:Toni@3dleadership.co.uk) or [Tony@3dleadership.co.uk](mailto:Tony@3dleadership.co.uk)

# About us

We've each been coaching for over 15 years – it's both what we do and who we are. We practice it, study it, teach it, supervise it, research it and publish in it. Our approach is strongly relational and dialogic and over the years this has achieved some extraordinary results.

We have seen how transformational coaching is to individuals, teams and organisations and so it matters to us very much that coaches are professional, competent and impactful. We love the idea of bringing on new generations of coaches into our field and so we offer training programmes that include Manager as Coach, Internal Coach & Mentor, Group Mentoring and Coaching and Mentoring ILM Level 3,5,7. We tailor many of our Internal programmes to the culture and needs of our clients and also run Open Programmes for those wanting to learn alongside coaches from other sectors and organisations. Our development philosophy is also deeply relational and dialogic and so we focus on helping individuals develop their authentic practice and presence as a coach.

We believe that:



Hi, I'm Tony and with Toni run 3D Leadership. We knew once why we called it 3D, but I think that's now lost in mists of time. One thing has always remained constant though and that is our love of all things coaching and my passion for the topic saw me undertake a Doctorate. I live on the Malvern Hills which, on sunny days, proves a great outdoor office for all the reading and writing that comes with doing a doctorate.



For those interested in the serious credentials they are:  
Doctor of Coaching Psychology/Chartered  
Psychologist/Associate Fellow of the British Psychological  
Society/ISCP Registered & Accredited Coaching Psychologist/  
author of two books on Coaching and Authentic Leadership.



Hi I'm Toni, the other half of 3D. My deepest interest professionally is coaching – be it coaching leaders, training and developing new coaches and welcoming them into this wonderful field or supervising existing coaches. I also work with leadership development using a Gestalt approach to tap into people's innate knowledge: we all have virtually every skill we need, it's just that we don't always bring those skills into all the situations that we might. When I'm not coaching or developing myself, I can be found with my beloved chickens at home in Bedfordshire in the garden, or up a mountain in Scotland.

And my credentials?

Well currently the main ones are: MSc in Coaching Psychology/Gestalt Practitioner in Organisations (European Association of Gestalt Therapists)/Post Graduate Diploma in Relational Gestalt/Post Graduate Diploma in Supervision/Fellow CIPD and some other coaching modalities. Faculty & Advisory board member New Gestalt Voices



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