

## LEVEL 5 / REF 8580

### CERTIFICATE IN COACHING AND MENTORING

#### With Transactional Analysis

#### LEARNER JOURNEY

##### Overview of Units

Unit Code	Unit Title	Guided Learning Hours (GLH)	Credit Value (CV)
8580-500	Understanding the skills, principles and practice of effective management coaching and mentoring	18	5
8580-501	Undertaking management coaching or mentoring in the work place	12	5
8580-503	Reviewing own ability as a management coach or mentor	7	3
<b>Total</b>		<b>37</b>	<b>13</b>

##### Mandatory Assignments

Unit Code	Unit Title	Suggested research, planning and writing hours	Suggested assignment length
8580-500	Understanding skills: context, skills, process and effectiveness	24	2,500 to 3,500 words
8580-501	Part A) Coaching and mentoring practice: formal and contracted for coaching and/or mentoring in the workplace	12 (preparation)	12 hours of live practice
8580-501	Part B) Coaching and mentoring practice: planning, coaching log, performance reflection	29	2,000 to 2,500 words
8580-503	Review ability as coach and/or mentor: abilities, effectiveness, reflections and future development	22	1,500 to 2,000 words

## Programme Information

No.	Item
1	The coaching and mentoring content mixes coaching skills and tools with models and insights from Transactional Analysis (TA). This blend is designed to give learners the ability to work effectively on a surface level and to be able to reflect on what may be happening at a deeper level for clients.
2	The programme is designed to be run for groups of individuals or on a 1-to-1 basis with single candidates. The programme is designed to be delivered either on site in face to face workshops, or via telephone or Skype sessions, or combinations of all three.
3	<p>Learners will be provided with soft copies of:</p> <ul style="list-style-type: none"> <li>• Relevant Centre policies and course handbook information</li> <li>• ILM programme specifications</li> <li>• Assignment details and marking sheets, showing sufficiency descriptors</li> <li>• Learning log and feedback sheets</li> <li>• Coaching information sheets</li> <li>• Transactional Analysis information sheets</li> <li>• Book list</li> </ul> <p><b>Note:</b> The default position for this programme is <u>not</u> to supply hard copies of notes and information. All information and documentation provided to learners is done so on the assumption that it will not be copied or sent to third parties. Learners are reminded that copyright restrictions apply and additional copies can be supplied as agreed with the Centre.</p>
4	<p>For this programme we recommend that learners have access to the following books:</p> <ul style="list-style-type: none"> <li>• Coaching skills for leaders in the workplace, Jackie Arnold, How To Books</li> <li>• Brief coaching for lasting solutions, Insoo Kim Berg &amp; Peter Szabo, Norton Press</li> <li>• The Tao of coaching, Max Landsberg, Profile Books</li> <li>• Working it out at work, Julie Hay, Sherwood Publishing</li> <li>• Dictionary of Transactional Analysis, Tony Tilney, Whurr Publishers</li> </ul>
5	The programme is divided into 8 x 2-hour modules, which can be taken at a rate that suits individual clients or cohorts. The course content will be delivered within these modules and learners are expected to spend additional hours pre-reading for modules, reflecting on new learning, preparing for coaching/mentoring practice, drafting and completing assignments. All hours worked will need to be logged.
6	The 8 individual modules described here are a 'boiler plate' programme – the timing and delivery of content may vary slightly as agreed with the tutor(s) and the cohort.
7	Each learner will receive at least 2 hours of individual tutoring support.
8	All assignments are mandatory in order to complete the programme. Learners can ask for assignment marks to be given, if preferred to simple pass/fail feedback.
9	In line with ILM requirements learners have 3 years to complete the programme.
10	Learners completing the programme will receive a formal ILM Level 5 Certificate.

## Learning Sessions

- Learner Pre-work is self-managed study time. Hours shown are a minimum guide.
- The programme is split into 8 x 2-hour learning sessions and 2 x 1-hour individual tutorials.
- Session hours are spent working with a tutor either in a face to face workshop, or via Skype or telephone depending on individual cohort contracts.
- Content shown below is a guide to individual sessions. Individual learner journeys may vary according to prior experience, learning style and personal/organisational needs and constraints.

Number & Title	Indicative Session Content	Unit Reference	Hours
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Session 1	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>• Read ILM L5 modules, assignments, marking sheets + coaching pack 1 and coaching pack 2</li> </ul>	500	4
	<b>Programme Induction</b> <ul style="list-style-type: none"> <li>• Forms, learning journey, contracting</li> </ul>	500 501 503	1
	<b>Coaching and mentoring overview</b> <ul style="list-style-type: none"> <li>• Definitions, purpose, skills, being effective, process, GROW, Learning styles</li> </ul>	500	1

Session 2	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>• Read up about TA contracting models</li> </ul>	500	4
	<b>Ethics</b> Boundaries, Okness, coaching vs training, awareness in the moment	500	1
	<b>Contracting</b> 3-level, multi party, re-contracting, psychological distance	500	1

Session 3	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>• Read up about Ego States and Transactions</li> </ul>	500	4
	<b>Communication skills</b> <ul style="list-style-type: none"> <li>• Silence, nutshelling, summarising, building rapport, using Ego States effectively, Johari window</li> </ul>	500	1
	<b>Questions</b> <ul style="list-style-type: none"> <li>• Open, closed, redefining, brief, powerful, short coaching practice with feedback</li> </ul>	500	1

Session 4	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>• Read up about Working Styles, Learning Styles and Conflict Handling modes and assess own preferences</li> </ul>	500	4
	<b>Stress &amp; Time Management</b> <ul style="list-style-type: none"> <li>• Working Styles model and permissions</li> </ul>	500	1
	<b>Learning &amp; Problem Solving</b> <ul style="list-style-type: none"> <li>• Learning Styles, Thomas-Kilmann conflict handling, thinking styles, cycles of development</li> </ul>	500	1

<b>Session 5</b>	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>Reflect on own stroke economy and read up on discounts</li> </ul>	500	4
	<b>Motivation</b> <ul style="list-style-type: none"> <li>Strokes, stroke economy, stroking thinking, stroking activity, permissions, affirmations for organisations</li> </ul>	500	1
	<b>Working at a deeper level</b> <ul style="list-style-type: none"> <li>Discounts, gremlins, 3-level listening, short practice coaching session</li> </ul>	500	1

<b>Session 6</b>	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>Read through unit 8580-500 assignment and marking sheet and then draft answers in one word/bullet point format</li> </ul>	500	4
	<b>Assignment 8580-500</b> <ul style="list-style-type: none"> <li>Open learning format to discuss assignment and revise content</li> </ul>	500	1
	<b>Coaching practice</b> <ul style="list-style-type: none"> <li>Live coaching session for learner to practice coaching and receive feedback on skills used and development points</li> </ul>	501	1

<b>8580-500 Writing</b>	<b>Assignment 8580-500 – 2,500 to 3,500 words</b> <ul style="list-style-type: none"> <li>Researching, preparing, writing, refining assignment</li> </ul>	500	24
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<b>Session 7</b>	<b>Learner Pre-work</b> <ul style="list-style-type: none"> <li>Identify opportunities for 12 hours of organisation coaching or mentoring work</li> <li>Read through 8580-501 assignment and identify questions and points for discussion</li> </ul>	501	6
	<b>Coaching Practice</b> <ul style="list-style-type: none"> <li>Live coaching session for learner to practice coaching and receive feedback on skills used and development points</li> </ul>	501	1
	<b>Assignment 8580-501</b> <ul style="list-style-type: none"> <li>Open learning format to discuss assignment content</li> </ul>	501	1

<b>12-Hours Live Practice</b>	<b>Assignment 8580-501</b> <ul style="list-style-type: none"> <li>Researching and preparing for individual organisational coaching and/or mentoring sessions</li> <li>Preparing notes, contracting with clients, delivering sessions, recording outcomes and personal development points</li> </ul>	501	12 hours for prep  12 hours of live practice
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<b>Tutorial 1</b>	<b>Learner Pre-work</b>	501	4
	<ul style="list-style-type: none"> <li>Reflect on live practice so far and review evidence of success or areas for personal development</li> </ul>		
	<b>Tutorial</b>	501	1
	<ul style="list-style-type: none"> <li>Open learning session to review progress and agree areas for development</li> </ul>		

<b>8580-501 Writing</b>	<b>Assignment 8580-501 – 2,000 to 3,500 words</b>	501	29
	<ul style="list-style-type: none"> <li>Researching, preparing, writing, refining assignment</li> </ul>		

<b>Session 8</b>	<b>Learner Pre-work</b>	503	4
	<ul style="list-style-type: none"> <li>Reflect on own ability as a management coach or mentor</li> <li>Critically evaluate coaching practice and own effectiveness against client outcomes achieved</li> </ul>		
	<b>Skills</b>	503	1
	<ul style="list-style-type: none"> <li>Review learner’s skills gained through the programme and offer feedback against practice sessions and tutor observations</li> </ul>		
	<b>Development</b>	503	1
	<ul style="list-style-type: none"> <li>Discuss ethics and Okness when working as a coaching or mentor – review progress made</li> <li>Discuss future development needs and plans</li> <li>Discuss completion of assignment 8580-503</li> </ul>		

<b>8580-503 Writing</b>	<b>Assignment 8580-501 – 1,500 to 2,000 words</b>	503	22
	<ul style="list-style-type: none"> <li>Researching, preparing, writing, refining assignment</li> </ul>		

<b>Tutorial 2</b>	<b>Learner Pre-work</b>	503	4
	<ul style="list-style-type: none"> <li>Reflect on assignment work to date</li> </ul>		
	<b>Tutorial</b>	503	1
	<ul style="list-style-type: none"> <li>Open learning session to review assignment progress and discuss amendments required</li> <li>Discussion of programme and completion of feedback form</li> </ul>		

**Summary of Hours**

Unit Code	Unit Title	Learner Self-Management Hours	Workshop & Tutorial Hours	Total GLH
8580-500	Understanding the skills	48	11	59
8580-501	Undertaking coaching or mentoring practice	63	4	67
8580-503	Reviewing own ability	30	3	33
<b>Total Guided Learning Hours</b>		<b>141</b>	<b>18</b>	<b>159</b>