



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

# DIPLOMA IN TEAM COACHING



**FT** EXECUTIVE  
EDUCATION  
2023 RANKING

**1** IN IRELAND  
FOR OPEN ENROLMENT

**21** IN EU  
FOR OPEN ENROLMENT

**35** GLOBALLY  
FOR OPEN ENROLMENT



## PROGRAMME OVERVIEW

Increasingly organisations are realising that performance improvement is required at the level of the team, as well as at the level of the individual.

Teams need to deliver ever more challenging outcomes in the face of often chaotic organisational change in this VUCA (volatility, uncertainty, complexity and ambiguity) environment. Also, the nature of teams are changing from traditional hierarchical structures to more transient, lateral and distributed leadership structures.

The team coach is therefore becoming an ever-more important component of the coaching strategy of forward-thinking organisations.

The aim of this programme is to equip experienced coaches with the competence and confidence to provide a high-quality team coaching service, and with the ability to make sense of, and work with, the often-complex dynamics that they step into when they take on the role of team coach.

The UCD Diploma in Team Coaching is a highly practical and experiential programme where learning is delivered through a blended approach that comprises:

- Theoretical input, group discussion and classroom inputs from experts in the field such as Professor David Clutterbuck;
- Practical elements using the programme participants as a proxy team;
- Experiential learning focused on personal and professional development;
- Team coaching with a real team between workshops.

## PROGRAMME DETAILS

### Structure

This programme is delivered over a series of 12 days involving 5 workshops within a 12-month period. 100% attendance is required.

### Assessments and Workload

The emphasis throughout the programme is on the practical application of knowledge to benefit the participant as a coach and their clients' teams and organisations. Assignments include an essay, written commentary on a team coaching session and reflective learning journal.

### Team Coaching Practice

All participants are also required to complete, and log, at least 14 hours of team coaching with a real team. Participants will need to source this organisational team before the programme commences and appropriately contract with the team so that the team coach can maximise their learning whilst also helping the team achieve its objectives from the coaching.

### Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in Team Coaching by UCD Smurfit Executive Development (30 ECTS at NFQ Level 9). This diploma forms part of the MSc in Business and Executive Coaching Pathway (see back page for more details).

### Workshop 1

**An Introduction to Team Coaching (3 days)** focuses on the science of team effectiveness and the importance and complexities of contracting when working with teams.

### Workshop 2

**Team Coaching Models and Approaches (2 days)** reviews key models and processes from team coaching practice and research. We also do a deep dive into the role of team diagnostics as part of the team coaching process and highlight best practices in gathering and sharing diagnostic outcomes.

## Who is it for?

The programme is ideal for experienced internal and external coaches who:

- Have at least three years 1:1 coaching experience/ at least 180 hours of 1:1 coaching experience;
- Work with the psychological dimension in their 1:1 coaching
- Are interested in personal development and feedback as well as learning about theories and models;
- Are comfortable with the emergent nature of team coaching as a new speciality within coaching.

## Key Benefits

The programme is designed to develop practitioner competence and confidence by:

- Challenging and expanding thinking around working with teams;
- Equipping participants with the theory, tools and practical experience needed to develop in this area;
- Increasing confidence and competence in practicing as a team coach; especially in the key areas of contracting and diagnosis;
- Providing significant personal development and a greater understanding of personal 'ways of being' with teams, through experiential exercises designed to bring the theory to life 'in the room', using the class as a proxy team;
- Creating a network of like-minded and equally well-trained team coaches for support, co-consultancy and learning;
- Professionalising your team coaching practice and setting participants apart in the market, by training with expert team coaches and thought leaders in the field of team coaching.

## FACULTY

Our dedicated team of coaching faculty have a wealth of experience in all aspects of coaching. They are successful executive and team coaches with a passion in assisting leaders and their teams to achieve meaningful behavioural changes that drive business results. They help leaders and teams improve their performance by raising their awareness of their attitudes, assumptions and behaviours, and the impact these have on their effectiveness. They combine their strong coaching presence with their extensive commercial experience coupled with a psychological approach to development. Their area of expertise is in taking a psychological approach with teams and individuals to uncover the core agendas of the clients they work with.

## Team Coaching Practice

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## Smurfit Executive Development

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading international business school alliances CEMS, GNAM and PIM. UCD Smurfit Executive Development is a member of UNICON, an invitation-only alliance of the world's leading university[1]based executive education providers. UCD Smurfit Executive Development has been ranked 1st in Ireland, 21st in the EU and 35th in the world for its Open Enrolment programmes according to the prestigious 2023 Financial Times Executive Education Rankings. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.

### Workshop 3

**Team Coaching Interventions (2 days)** focuses on team dynamics, how to spot them, name them and work with them.

### Workshop 4

**Systems Thinking and Dynamics (3 days)** takes a systemic approach to the environment the team operates in and the impact of the system on the team and team members

### Workshop 5

**Building your Approach (2 days)** involves a deep dive on a leading team diagnostic so participants can use the tool with their own clients as well as asking participants to present their personal go-to-market plan and approach to team coaching.



# APPLICATION INFORMATION

## Entry Requirements

Participants should hold a primary degree and have completed the UCD Diploma in Business & Executive Coaching. Consideration will also be given to applicants who do not fully meet this requirement but have substantial experience in business coaching and have completed an equivalent accredited business coaching programme.

## Fees

The fee of €11,140 or €10,610 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Terms and conditions apply. Tax relief is also available on fees. For details visit [www.revenue.ie](http://www.revenue.ie)

## Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) will be required. A telephone interview with the Programme Director will form part of the application process.

## How to Apply

To apply for this programme, please contact a member of our team on +353 1 716 8889, email [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie) or visit [www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

## Pathway to MSc in Business & Executive Coaching

The Diploma in Team Coaching forms part of the MSc in Business & Executive Coaching Pathway. If participants successfully complete two of the following three coaching programmes:

- Diploma in Business and Executive Coaching (30 ECTS)
- Diploma in Advanced Business and Executive Coaching (30 ECTS)
- Diploma in Team Coaching (30 ECTS)

**PLUS** any one of the following programmes:

- Diploma in Organisational Change & Transformation (30 ECTS)
- Diploma in Leadership Development (30 ECTS)
- Diploma in Business and Executive Coaching (30 ECTS)
- Diploma in Advanced Business and Executive Coaching (30 ECTS)
- Diploma in Team Coaching (30 ECTS)

within an ideal 5-year timeframe, they are awarded with the MSc in Business & Executive Coaching.

*"The Diploma in Team Coaching has the right balance of theory, reflection, practice, and guidance and allows for a tailored approach to your organisation/team. In my experience, it has had a uniquely transformational impact on individuals, teams and the potential to positively impact the wider organisation."*

**Siobhan Long, Learning & Development Lead at Eli Lilly**

*"The Diploma in Team Coaching took me on a journey of discovery. I had to immerse myself in my work with teams, learn by doing and reflective practice, and allow insights and my understanding to emerge over time. It was a very personal experience, and exciting to be part of this relatively new area of research and practice. It was a challenging and rewarding experience."*

**Annette Byrne, Head of Talent Development and Acquisition at Central Bank of Ireland**

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### Smurfit Executive Development

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