



Smurfit Executive Development  
UCD Michael Smurfit Graduate Business School

# DIPLOMA IN TEAM COACHING



Executive Education  
Ranking 2022





## PROGRAMME OVERVIEW

### 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).

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.

#### 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

Practitioner Programme Directors Barry O'Sullivan & Aileen Gleeson 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

All participants will be 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.

## 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-based executive education providers. UCD Smurfit Executive Development has been ranked 1st in Ireland, 19th in the EU and 31st in the world for its Open Enrolment programmes according to the prestigious 2022 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 (3days)** 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 and the UCD Diploma in Advanced 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 €10,610 or €10,080 (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 the Diploma in Business & Executive Coaching, the Diploma in Advanced Business & Executive Coaching and the Diploma in Team Coaching within a 5-year timeframe (not compulsory), they are awarded with the MSc in Business & Executive Coaching. Please note, the UCD Diploma in Team Coaching can be alternated with either the Diploma in Leadership Development or Diploma in Organisational Change and Transformation as the final diploma option.

*"As the Diploma in Team Coaching is highly immersive, I could apply the learning from the programme immediately working with my own team. I would highly recommend all the coaching offerings in Smurfit to anyone who values helping individuals and teams to tap further into the never-ending possibilities of human potential."*

Mary O'Dea, Chief Executive at The Institute of Banking

*"The Diploma in Team Coaching shines a light on teams and 'teaming' and provides wonderful insights into the dynamics of team effectiveness and performance. It equips us with the diagnostic tools to assess team effectiveness, to address underlying issues and build powerful teams that can sustain high performance over time. The course is truly inspirational and challenging and a must for all current and aspiring leaders and managers."*

Dr. Lucy Fallon-Byrne, Organisational Consultant, Team and Executive Coach



## Executive Education Ranking 2022

Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.

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