

# Management Coaching

2021-22

This course is for anyone in a business environment who wants to empower and enable the people around them to become independent thinkers and learners. It is especially relevant for line managers and leaders who wish to improve their skills and build management coaching into their everyday work.

This course encourages participants to take seriously the conversations that take place in the workplace. The course takes a relational approach to coaching and mentoring that emphasises the broader skills of a helping conversation rather than one specific model of coaching. A range of coaching theories and models are introduced to support and enhance these skills.

By the end of the six Units, participants should:

- Be able to explain the use of coaching and mentoring in leadership, as related to their practice and more generally in organisations
- Be aware of the importance of paying attention to relationships in coaching
- Be able to set up, conduct and evaluate effective and ethical coaching relationships and conversations
- Be aware of external and behavioural factors influencing coaching conversations and relationships
- Have knowledge of a range of coaching methods and frameworks and be able to use them when appropriate in the context of a coaching relationship
- Have developed as a coach through practice, supervision and personal reflection

plus

- Be able to complete the optional assessment portfolio to achieve CMI Level 5 Certificate in Management Coaching and Mentoring (see below)

Applicants are likely to be leading teams or be aiming to do so in the future, and will need to be able to have opportunities to carry out management coaching practice (in person or online) between teaching sessions.

## Course outline

(all units are mandatory)

<b>Unit 1</b> Introduction to management coaching	<ul style="list-style-type: none"> <li>• What is coaching?</li> <li>• Coaching in organisations</li> <li>• The manager as coach</li> </ul>
<b>Unit 2</b> Developing coaching relationships	<ul style="list-style-type: none"> <li>• Principles of relational coaching</li> <li>• Ethics, boundaries and contracting</li> </ul>
<b>Unit 3</b> Core skills of effective coaching	<ul style="list-style-type: none"> <li>• The value of conversation</li> <li>• Listening and questioning</li> </ul>
<b>Unit 4</b> Coaching methods and models	<ul style="list-style-type: none"> <li>• Overview of models</li> <li>• Overview of frameworks</li> <li>• Using creative methods in coaching</li> </ul>
<b>Unit 5</b> Going beyond core skills	<ul style="list-style-type: none"> <li>• Listening to yourself as well as others</li> <li>• Behavioural patterns and drivers</li> </ul>
<b>Unit 6</b> Developing as a coach	<ul style="list-style-type: none"> <li>• Reflecting on and evaluating your coaching</li> <li>• Coaching supervision</li> <li>• How to use these skills in your workplace</li> </ul>

For precise course dates, including assignment dates and deadlines, please see separate information.

## Coaching L5 Certificate qualification

Participants are invited to complete an optional portfolio assessment against the [CMI L5 Certificate in Management Coaching & Mentoring](#) assessment criteria; specifically, units 5014, 5015 and 5017. The qualification route will involve attendance at additional half-day workshops, personal tutoring, independent study, the submission of three written assignments and taking part in two assessed guided discussions. The qualification route also includes affiliate membership of CMI while studying and for one year after qualifying, and access to CMI's support resources.

The assessments cover three CMI Coaching and Mentoring Units:

- 5014 Introduction to Coaching and Mentoring**  
*This is an introductory unit designed to give learners an opportunity to explore the purpose and benefits of coaching and mentoring in organisations, its role in performance management and team learning. This unit also gives learners an opportunity to analyse the role of a manager as a coach and mentor.*
- 5015 Management of Coaching and Mentoring**  
*This unit is about understanding the process of implementing coaching and mentoring within the organisation and the benefits this may bring to the organisation. Learners will consider the impact of coaching and mentoring programmes on an organisation and how to manage the implementation of coaching and mentoring, including monitoring and evaluating the*

*operation of coaching and mentoring within an organisation.*

- **5017 Coaching Practice and Theory**

*In this unit learners are asked to consider factors which need to be considered when selecting coaching tools and techniques to meet the needs of groups and individuals, to evaluate the role of reflection and self-awareness, questioning and active listening to achieve behavioural change and organisational objectives. As part of this unit learners will also investigate approaches to relationship building and individual engagement.*

### Overview of Assessment tasks and word count

Further detail will be provided against each assessment task within the assignment brief that you will receive at the start of the course.

Assignment Sections	Style and word count
<b>Assignment 1 (Units 5014): Understanding Coaching and Mentoring</b>	<b>Total equivalent to 2500-3000 words</b>
<b>Section 1</b> - Developing an understanding of the role of coaching and mentoring in the workplace (5014)	<b>Business report</b> 1500 words
<b>Section 2</b> – Demonstrating understanding of coaching and mentoring and its application as a manager (5014)	<b>Professional Discussion</b> 30 mins (equivalent to 1000-1500 words)
<b>Assignment 2 (Unit 5015) Implementing Coaching and Mentoring</b>	<b>Written report and Plan</b> <b>Total 2500-3000 words</b>
<b>Section 1</b> – implementing coaching and mentoring within the workplace (5015)	<b>Business report</b> 1500 Words
<b>Section 2</b> – implementation plan (5015)	<b>Plan using template</b> Equivalent to 1000-1500 words
<b>Assignment 3 (Unit 5017): You as a coach – developing your practice.</b>	<b>Total equivalent to 3,000 words</b>
<b>Section 1</b> – Coaching theory and practice	<b>Written essay</b> 1,200 words
<b>Section 2</b> – Developing and evaluating organisational coaching	<b>Plan using template</b> Equivalent to 800 words
<b>Section 3</b> – Reflections on practice and learning	<b>Professional Discussion</b> 30 minutes (equivalent to 1,000 words)

## Teaching and learning

All teaching and course activities for the 2021-22 academic year will take place in an online live learning format.

The teaching will be fully interactive, and students will have access to resources and support materials designed specifically for the course. All students can access the full range of [learning facilities](#) provided by the University of Hertfordshire.

## Course tutor

The course is led by Helen Charlwood, lecturer in Strategic Management at Hertfordshire Business School and an experienced facilitator, trainer and coach.

Helen is a Senior Fellow of the Higher Education Academy with expertise in designing and developing tailor-made personal, leadership and team development events and activities, specialising in conversational, experiential and creative approaches such as Appreciative Inquiry, story-telling and exploring metaphor.

Helen has significant experience as a coach, with skills in one-to-one executive coaching, as well as in developing others to become coaches and mentors and in providing coaching supervision.