

Management Coaching and Mentoring

2022-23

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 and mentoring 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 and distinguish between the use of coaching and mentoring in leadership, as related to their own practice as well as more generally in organisations
- be aware of the importance of paying attention to relationships in coaching and mentoring
- be able to set up, conduct and evaluate effective and ethical coaching and mentoring relationships and conversations
- be aware of external and behavioural factors influencing coaching and mentoring 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-mentor through practice, supervision and personal reflection

plus

- will have completed the required assessment portfolio to achieve CMI Level 5 Certificate in Management Coaching and Mentoring (see more details below)

Applicants are likely to be leading teams or be aiming to do so in the near future, and must have opportunities to carry out management coaching and mentoring (in person or online) during the course. This is essential in order to complete the required assessments.

Course fee

The course fee is £1,800, which includes the CMI Level 5 Certificate in Management Coaching & Mentoring, plus affiliate membership of CMI when studying and for one year from qualifying. Payment can be made by card on our payment system once your application has been accepted. Organisations can be invoiced on receipt of a purchase order. The course is VAT-exempt.

Course outline

(all units are mandatory)

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| Unit 1 Introduction to management coaching | <ul style="list-style-type: none">• What is coaching and mentoring?• Coaching and mentoring in organisations: Developing a coaching culture• The manager as coach-mentor |
| Unit 2 Developing coaching relationships | <ul style="list-style-type: none">• Principles of relational coaching• The Coaching Cycle• Ethics, boundaries and contracting |
| Unit 3 Core skills of effective coaching | <ul style="list-style-type: none">• The value of conversation• Developing listening and questioning skills |
| Unit 4 Coaching methods and models | <ul style="list-style-type: none">• Exploring tools and techniques of coaching• GROW and Solutions Focused coaching |
| Unit 5 Going beyond core skills | <ul style="list-style-type: none">• Noticing and awareness in coaching and mentoring• Listening to yourself• Behavioural patterns and drivers |
| Unit 6 Coaching endings and evaluations | <ul style="list-style-type: none">• Reflecting on and evaluating your coaching• Effective endings in coaching• Coaching supervision |

Precise course dates, including assignment dates and deadlines, are below.

Coaching L5 Certificate qualification

Participants complete a portfolio assessment against the [CMI L5 Certificate in Management Coaching & Mentoring](#) assessment criteria; specifically, units 5014, 5015 and 5017. This involves attendance at additional half-day workshops and personal coaching/tutoring. In addition to the scheduled sessions, participants should expect to spend up to 20 hours in independent study to prepare for the submission of each of the three written assignments and two assessed guided discussions (50-60 hours in total).

Affiliate membership of CMI while studying and for one year after qualifying is included, plus access to CMI's support resources and Management Direct portal.

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

Teaching and learning

All teaching and course activities for the 2022-23 academic year will take place in a hybrid format. Taught units will take place at the University's de Havilland campus, with additional coaching practice and assessment support primarily online, with the option of face-to-face meeting if appropriate.

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

It is essential for participants to attend ALL sessions. Due to the interactive nature of the teaching and learning, on-campus sessions will not be recorded.

Dates and Session Themes

Please note that the core sessions for the course take place between 9 February and 30 March 2023, however the accredited elements of the course continue into May/June. Final certification is subject to CMI External Moderation.

| Date | Morning session 09:30-12.30 | Afternoon session 13.30-16.30 |
|------------------------------|---|---|
| 9 February 2023 On Campus | Session 1 Introduction to Management Coaching | Session 2 Developing Coaching Relationships |
| 16 February Online | 10:00-12:00 Introduction to CMI and Assessment (Assignment 1 Unit 5014) | |
| 2 March Online | Bookable time slots 1 to 1 coaching/assignment draft review and support | |
| 9 March On campus | Session 3 Core Skills of Effective Coaching | Session 4 Coaching Methods and Models |
| 13 March | Assignment 1 (Unit 5014) written work deadline | |
| w/c 13 th March | Assignment 1(Unit 5014) Professional Discussions (online) | |
| 23 March Online | 10:00-12:00 Intro to Assignment 2 (5015) Online coaching practice | |
| 30 March On Campus | Session 5 Going Beyond Core Skills | Session 6 Coaching Endings and Evaluation |
| 20 April Online | Bookable time slots 1 to 1 coaching/assignment support draft review and support | |
| 24 April | Assignment 2 (Unit 5015) written work deadline | |
| 4 May Online | 10:00-12:00 Introduction to Assignment 3 (Unit 5017) Online coaching practice | 13:00-15:00 Extended coaching practice and supervision (preparation for Assignment 3) |

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|--------------------------|---|
| 18 May Online | Bookable time slots 1 to 1 coaching/assignment draft review and support |
| 22 May | <i>Assignment 3 (Unit 5015) written work deadline</i> |
| w/c 22 May | <i>Assignment 3 (Unit 5015) Professional Discussions</i> |

Assessment Submission/feedback Timeline

| Assignment | 1st submission (review of 1 draft offered before this date) | Feedback by | 2nd submission (for referrals if needed) |
|---------------------------------|--|--------------------|---|
| Assignment 1 (Unit 5014) | 13 March | 24 March | 7 April |
| Assignment 2 (Unit 5015) | 24 April | 5 May | 22 May |
| Assignment 3 (Unit 5017) | 22 May | 2 June | 19 June |

Course tutor

The course is led by Helen Charlwood, Senior 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.