



centre for
coaching

NEW VENTURES WEST

COACHING FOR DEVELOPMENT 2021

EVOKING EXCELLENCE IN OTHERS

An intensive six-month programme in the study and application of the principles of Integral Coaching designed for participants to emerge as coach practitioners.



EXCLUSIVE VIRTUAL INTERNATIONAL CERTIFICATION COURSE

Coaching for Development (CfD) is a six-month intensive programme in the application of the principles of an Integral approach to coaching. Under the auspices of our learning partner, New Ventures West, CfD is recognised by the International Coach Federation (ICF), the largest coach trainer accreditation body in the world, delivering 90 hours of ICF Approved Coach-Specific Training Hours (ACSTH).

Students meet as a group for three modules spread out over the six months. The balance of

work between modules is self-paced, including readings, written assignments, and three detailed case studies, requiring application of this coaching method with clients. The course makes use of an e-learning platform for the inter-module periods. Students are put into small learning groups (pods) and assigned a pod mentor. The mentors are all certified Professional Coaches, and hold pod meetings, observe coaching sessions and provide written and verbal feedback to students on their written and action-learning assignments.



During all virtual face-to-face modules, the pod mentors, as well as additional Professional Coach faculty, will be present full time to ensure that each student receives as much personal attention as possible during their time with us. We are proud to be able to say that our live-virtual student / faculty ratio stands at about 4:1. This means that no matter how large or small our classes are, you are guaranteed to receive a significant amount of individual and small group interaction and support from our highly experienced coach faculty.

Close contact is maintained with course participants through letters and between-module assignments, especially while participants are implementing their client coaching programmes.

Essentially, this course is an intensive coach training and apprenticeship programme designed for participants to emerge as coach practitioners in their areas of work.

Proudly South African: We are proud to be the first coach training organisation in Africa to have been founded at a University 19 years ago, and one of the longer-standing coach training institutions worldwide, not only on the African continent. We have spent years understanding the complexities of our diverse nation, continent and planet, and how to weave this into the way we teach and the way we coach. We take care to raise this as a continuing dialogue within the faculty and the

student body and to encourage deep openness and conversation. Over the years, we have been privileged to be able to work with an enormously diverse array of students and graduate coaches, many of whom now grace our programmes as highly skilled faculty. Many international applicants come to us precisely because they seek a learning environment that is rich with diversity. Now, more than ever, this is being recognised across the globe as a truly critical aspect to any studies involving personal development and interacting with other human beings.

The global pandemic continues to impact all of our lives. We have realised that it is not feasible to do this work physically face-to-face in the intimate and confidential way that coaching and coach training demands, whilst still maintaining social distancing and proper hygiene such as masks etc. Our programmes have therefore all been converted to an online, virtual face-to-face learning format. On our pilot programmes, we have discovered that with careful preparation we are able to provide a truly remarkable and profound learning experience through the skillful use of the Zoom platform that allows for multiple breakout rooms, privacy, personalized teaching and conversation. We have seen how deeply people share and connect online when the conditions are right. Our virtual design also results in us bringing on board additional professional coach faculty members to enable these breakout rooms to be so impactful.

PURPOSE & OUTCOMES

- Participants learn and apply a rigorous coaching method throughout a six-month period.
- Participants leave the programme able to design, present and conduct coaching programmes.
- Participants develop a deeper awareness of their own development needs, by undertaking a personal development programme, and receive support as they undertake their development practices.

SKILLS ACQUIRED

- How to see the world (Structure of Interpretation) through someone else's eyes and consequently speak in a way that others can hear and understand.
- How to skillfully coach people along the continuum of performance from unacceptable to outstanding so that performance continues to improve as people build competencies necessary to support their growth.
- How to make grounded, behaviour-based assessments of the competencies of others and ourselves.
- How to design, present and conduct short- and longer-term coaching programmes.
- Develop a contextual understanding of the differences between teaching, counselling, managing, leading, mentoring and coaching, and when to use each type of intervention.
- How to use the integral approach model to observe and understand the behaviour of others.
- How to coach people effectively in the midst of resistance.
- How to respond authentically to clients without using techniques or canned answers.

TARGET AUDIENCE

- People interested in evoking excellence in others while also being open to receiving coaching themselves so they too can bring forward excellence in their own endeavors.
- People willing to freely question their assumptions and try out new methods.
- People in leadership positions wanting to support and sustain the development of new competencies in their staff.
- People in organisations working as advisors, coaches, and specialists supporting human resource development.
- Consultants and private practitioners wanting to deepen or develop their coaching skill set as they support client growth.

MODULAR STRUCTURE OF COACHING FOR DEVELOPMENT

MODULE 1:	MODULE 2:	MODULE 3:
FOUNDATIONS OF COACHING (3 DAYS)	EXTENDING COACHING IMPACT (3 DAYS)	DEEPENING COACHING PRACTICE (2 DAYS)
<p>Pre-course work: Autobiography</p> <p>Introduction to course and participants</p> <p>Immersion in:</p> <ul style="list-style-type: none"> • The philosophical underpinning of Integral Coaching • The flow of coaching • Coaching models • Development plan for the 6 months • Setting up live coaching case studies <p>Between Modules:</p> <ul style="list-style-type: none"> • Personal Development Practices • Reflection 1: Characteristics • Assignment 1: Case Study • Reflection 2: Life Review 	<ul style="list-style-type: none"> • Understanding who YOU are and how you show up in the world and its impact on your coaching • Coaching through language • Deepening coaching practice • Continuing live coaching case studies <p>Between Modules:</p> <ul style="list-style-type: none"> • Personal Development Practices • Reflection 3: Contribution • Reflection 4: Internal Conversations • Assignment 2: Case Studies 2 & 3 • Completion Letter 	<ul style="list-style-type: none"> • Somatics: Dealing with the body and behaviour in coaching • Learn to design complex coaching interventions • Coaching job-shop • Continuing development as a coach

Become a certified coach and benefit from personal development

When you enroll in CfD, you join a group of participants who study, learn, and coach together for over 6 months and quickly form a supportive learning community. The curriculum blends a rigorous course of study with hands-on practice and attention to participants' own individual development.

The course is structured in the following way:

- CfD is organized around three, virtual face-to-face modules of three days each for modules 1 & 2, and two days for module 3.
- These modules are intensive, immersive experiences where you learn theoretical principles, apply these to yourself and to your fellow-participants, and where you receive frequent Professional Coach Faculty attention in small break-out rooms. (Our Faculty-Student ratio is at around 1:4, which is very high and ensures hands-on teaching and support in the moments of learning).

- Days run from 10h00 to 17h30 SAST/CEST, with a 1-hour afternoon break to eat lunch, walk and relax.
- In between modules, you complete written case study assignments, coach clients, and undertake your own individual development by doing written reflective practices.
- As you engage in these activities, you draw upon the support of small learning groups called Pods. Each Pod works together and is assigned a Pod Mentor. These learning Pods meet at least monthly and form important places of discussion, learning and support with each other and your Pod Mentor, who is also responsible for your written case study assignment feedback.

LIVE-VIRTUAL LEARNING SOLUTION - A GREAT SUCCESS

The onset of Covid-19 has required that we re-invent our face-to-face offerings - and they work. We have successfully redesigned our programmes and moved to a 'Live-Virtual Learning' approach. Our students have appreciated and confirmed that we are able to give this CfD programme the same depth, experience and level of personal engagement that we do with our physical face-to-face programmes - in fact, in some areas, there is even greater personal engagement:

- Adding additional local and international certified Professional Coaches as faculty members from South Africa and Europe to further enhance the experience and the diversity of thought, as well as to allow for smaller learning pods and individual support throughout the programme.
- Adhering to our pedagogical imperatives of working with our students in an integral way - mind, heart and body even if it is online - all of this is entirely possible e.g. we stop every hour for a short body break and/or body practice; in this way much of the usual 'zoom fatigue' is avoided.
- Adapting our teaching and learning approach on how adults learn to a virtual environment. E.g. we keep the theoretical parts short and emphasize small-group work where we apply the principles to self and other. We encourage an environment of learning that is challenging yet non-judgemental; we expect high standards, yet we celebrate mistakes as opportunities to learn. Perhaps the best way to put it is: we adopt a coaching approach in our teaching style.
- Testing various virtual platforms - our preference remains ZOOM - which provide multiple options, enabling us to keep our students deeply engaged in this process

The feedback so far has been more than gratifying:

"Thank you for providing a course that has resulted in me finding not only new skills, but also a new way of being. Thank you especially for the innovation and dedication that you and the wonderful members of your faculty have shown - it is such an excellent modelling of how we are to be in this world. Was about to say it goes without saying..., but I will stop and say, before I go, that I received enormous value from the course, and that I think you and those members of faculty who gave of their time and input to guide us are providing a service that is truly noteworthy and necessary for future-proofing. Thank you to you all." **Robin Allen, Head of Clinical Services, Lentegeur Psychiatric Hospital - CfD 2020**

“Thank you for the leadership on this course. I enjoyed my learning journey so much - I feel I am building a real competence to deliver much needed value. I have made many connections; these would not have happened had I not attended the course. Along with a coaching practice, one of the gifts that emerged is my appreciation of John Shotter.” **Prof Kosheek Sewchurran A/Prof Leadership & Strategy as Practice (L-A-P), Program Director, Executive MBA, UCT GSB - CfD 2020**

“Accessible in any location. The online CfD offering is an excellent example of adapting to change in real time - well done!” **Mary Griffiths - CfD 2020**

“Zoom gave us the ability to coach and be observed without losing any sense of being in the room just with a coachee or coach. I think it is one of the best things to come out of the pandemic!”
Anonymous - CfD 2020

“I believe it’s the best one out there and using it with Centre for Coaching gave me a lot of practical insights in my own use of Zoom. Thanks a lot” **Tatiana Matveeva (Senior Consultant & COO) - PCC Switzerland 2020**

“I think it worked very well on a digital platform.” **Sue Reade (Human Capital Business Partner) - PCC South Africa 2020**

“I Like the comfort of being in my home while connecting beautifully with everyone. Love the breakout rooms” **Laura Acres - PCC South Africa 2020**

“I loved the breakout rooms in session 4, we spent quite some time together and their size were just what is needed to interact.” **Sandra Harik - PCC Switzerland 2020**

“The breakout sessions were great. The panel set-up and the peers that were able to go off-camera/off-sound were effective elements during individual assessment and heightened the experience for all.” **Asa Granados - PCC Switzerland 2020**

Until such time that we can engage without social distancing and masks, we will remain a live-virtual teaching organisation.

PROGRAMME DETAILS

Venue

Virtual (Zoom)

Course Dates:

You are required to be present for all days of all modules to certify. Please make sure you are available for the full days for each of these modules. The work is intensive and requires your full attention. We will use the Zoom platform, so you will need a reliable and high-speed internet connection.

	CFD 1 - 2021	CFD 2 - 2021
Module 1	10 - 12 March 2021	21 - 23 April 2021
Module 2	09 - 11 June 2021	21 - 23 July 2021
Module 3	21 - 22 October 2021	25 - 26 November 2021

Tuition fees

These fees include all three modules including extensive faculty engagement, textbook, electronic materials provided on our world-class GSB online platform, monthly pod meetings and certification.

Please note that this fee structure is in line with the University of Cape Town policy that students from South Africa pay lower rates than students from elsewhere in the world.

The Centre for Coaching has a passion and a vision to promote coaching in Africa as a whole, and so we have extended this rate to all people living and working in Africa.

All individuals from other continents will be charged our International rates through the Centre for Coaching, Switzerland.

2021 rate ONLY for applicants living and earning in Africa:

Rate	R56,620 excluding VAT (R65,113 incl VAT)
*Non-refundable, non-transferable deposit to secure a seat	R8,000 excluding VAT

*Deposit is required no later than six weeks before the start of the course. If your application is not accepted, your deposit will be returned. If it is accepted and you cancel your booking, we will retain your deposit.

Course fees are payable in full before the start of the course. Payment plans are also available - please email apply@centreforcoaching.co.za for further details.

Please note that once you start the course, full fees remain payable, even if you drop out.

2021 international rate for all other applicants:

Rate	CHF4,500
*Non-refundable, non-transferable deposit to secure a seat	CHF300

Note: The Swiss Centre for Coaching is registered as a teaching company, and VAT is not payable on further education in Switzerland.

*Deposit is required no later than six weeks before the start of the course. If your application is not accepted, your deposit will be returned. If it is accepted and you cancel your booking, we will retain your deposit.

Course fees are payable in full before the start of the course. Payment plans are also available - please email info@centreforcoaching.ch for further details.

Please note that once you start the course, full fees remain payable, even if you drop out.

THE APPLICATION PROCESS

For all applicants living and earning in Africa:

To apply, email apply@centreforcoaching.co.za to receive a link to your online application form.

For more information visit www.centreforcoaching.co.za or contact Nico Klue on +27 21 406 1493 or nico.klue@centreforcoaching.co.za

For all other applicants:

To apply, email info@centreforcoaching.ch to receive a link to your online application form.

For more information visit www.centreforcoaching.ch or contact Marysia Magalhaes on +41 78 742 9703 or marysia@centreforcoaching.ch

WHO WILL SUPPORT YOU?

Learning to coach is not something we can do alone. Throughout the programme, you receive support from the staff at the Centre for Coaching, the CfD faculty and your classmates in several ways:

You participate with your learning pod. This pod meets together virtually on a regular basis in between sessions. The focus of pod meetings evolves during the year from students' personal development to the models and practices of Integral Coaching to students' experiences coaching clients. Each pod is assigned a Pod Mentor, who is an Integral Professional Coach, with a minimum of an ICF ACC credential, who is there to support you and the pod.

You receive written feedback from your Pod Mentor on your case study submissions of different coaching programmes that you conduct with your clients, and gives you insight as to how closely your own coaching methodology is aligned with the integral coaching principles that you have been taught.

Individual participants often pair up with each other informally around particular issues of mutual interest. We encourage you to 'buddy-up' with a self-chosen partner.

PLANNING YOUR TIME

The CfD involves a substantial investment of time and attention. In addition to the two, three-day modules and the one, two-day module, participants report that they spend an average of two to four hours per week on activities (reading, writing, coaching) related to the programme. It is for this reason that we encourage you to look closely at your schedule for the next year and ask two questions.

- *Can I make a commitment to this programme?*
- *How do I need to structure my time – and do I need to give up any of my current activities – to make this possible?*

Participants who take the time to skillfully explore these questions find a way to integrate the course into their lives (and to integrate their lives into the course). When they experience breakdowns – when life intrudes on their best-laid plans – they ask their classmates and the faculty for support in resolving these breakdowns.

CENTRE FOR COACHING

The Centre for Coaching, established in South Africa in 2002, is situated at the UCT (University of Cape Town) Graduate School of Business (GSB) - Africa's leading business school. Our courses form part of the GSB Executive Education suite of offerings and are informed by both academic rigour and coaching practice. The South African office of the Centre for Coaching is located at the GSB campus and integrates seamlessly into the tertiary institution's activities. In nineteen years, it has become a primary coach training institution and a respected home of coaching theory.

Through the Centre for Coaching (Switzerland), we have been offering both our credentialed coach training courses and leadership interventions in Europe since 2014.

Our purpose is to develop top-quality one-on-one executive coaches as well as leaders who want to build coaching skills.

For the emerging industry of coaching to mature and gain the respect of business and individuals both in South Africa and globally, there needs to be structure. The Centre for Coaching aims to support the development of this structure by being the de facto standard and benchmark for coaching excellence. We do this in three different ways:

- Our public coach training programmes are accredited through the International Coach Federation (ICF), as well as counting as continuing education units (CEUs) for the Health Professionals Council of South Africa (HPCSA)
- The theoretical underpinnings of our work and our teaching methodologies are aligned with the academic rigour required at the UCT Graduate School of Business (GSB).
- We partner with New Ventures West (NVW), one of the top coaching schools in the USA that has over 30 years of experience in teaching this style of coaching (integral coaching). This programme is part of a global network of NVW-accredited coach training schools that teach integral coaching with CfD and PCC programmes in Argentina, Canada, France, Singapore, Switzerland, the UK and of course the USA.

A key focus over the years has been on the development of the Integral Coaching Philosophy and its application to leadership. Today, we can say with confidence that our integral leadership interventions, together with coaching, have become a recognised and successful business process for international corporations and organisations.

The Centre for Coaching goes about this in a number of different ways:

- We offer top-caliber one-on-one executive coaches to those individuals and organisations seeking coaching
- We consult to organisations wishing to invest in leadership development
- We consult to organisations wishing to experience a transformational culture shift
- We conduct research into the work we do both in corporate rollouts and in our teaching.

More about the Centre for Coaching, its offerings, philosophy and approach can be found on our websites: www.centreforcoaching.co.za or www.centreforcoaching.ch

COURSE LEADERS

Janine Ahlers is a Master Certified Coach and Director of the Centre for Coaching, a centre for excellence situated at the UCT Graduate School of Business (GSB). Janine is Director of three organisations: Centre for Coaching South Africa, CfC Consulting (Africa, Middle East and Europe) and Centre for Coaching (Switzerland). She also holds the position of Senior Lecturer at the GSB, lecturing in Coaching and Leadership Development to MBA and Executive Education students. She has delivered and published research papers at academic peer-reviewed conferences and has published book chapters and articles on the topic of coaching in leadership development.

Prior to starting on her coaching journey, Janine spent more than 10 years working in the corporate, manufacturing and business environment where she was required to network and operate at senior executive levels. She held positions as Director, Exco member, Head of HR, as well as handling marketing, production and start-up operations. Janine held a number of musical positions in the National Orchestra before she started her corporate career. She continues to play the violin in orchestras and quartets whenever possible; these days mainly joining her younger son with his school orchestra and her eldest in his musical theatre studies.

Janine has been coaching since 2002, primarily to senior executives who are often working on strategic, leadership and relationship challenges. Her clients span a wide range, from South Africans to clients from Australia, Central Asia, Europe, the UK, Japan, Turkey, Dubai,



East and West Africa and the full Southern African region. Her work in multinationals has allowed her to develop a keen appreciation for the challenges facing leaders who operate in multi-cultural global organisations.

Janine lectures and facilitates on all courses run by the Centre for Coaching as well as running in-house coaching workshops, Coaching Circles and leadership development interventions for blue-chip clients all over the world.

She consults to organisations and teams locally and internationally on the design and implementation of coaching cultures, interventions and processes, as well as leading the implementation of such interventions.

She is a Professional Coach certified through the ICF (International Coach Federation, USA) and has certified as a Master Coach (MCC) through the same organisation, having over 4,000 coaching hours logged. She is a founding member of the Coaches & Mentors Society of SA (COMENSA). She has studied Group Facilitation, depth consulting, and has Enneagram certification. Janine is accredited by New Ventures West as one of a handful of coaches who are qualified to deliver their Professional Coach training programmes worldwide.

Janine also has a Bachelor of Arts from the University of the Witwatersrand (Johannesburg), a Postgraduate Diploma in Management (Human Resources) from the University of the Witwatersrand Business School, a Licentiate from the Royal Schools of Music (Violin Teaching) and a Master's in Business Administration from the UCT Graduate School of Business

Craig O'Flaherty is a highly experienced Integral Coach who has worked with senior executives in leading organisations across the globe and has trained prospective business and life coaches. He is Director of a centre of excellence – The Centre for Coaching – at the Graduate School of Business, University of Cape Town, Director of CfC Consulting, an Executive and Leadership Development consulting practice that operates in Africa, the Middle East and Europe and Director of Centre for Coaching (Switzerland).

Craig has been a coach and teacher of coaching since 2000. In the 12 years prior to his coaching work, Craig worked as a Partner with two of the world's leading consulting companies, Accenture and Gemini Consulting, in the dynamic world of Strategy Consulting. In that time, he worked and lived locally and globally – operating at CEO, board and senior executive level, designing and implementing strategy and organisational transformation programmes across a wide range of industries.

Craig has had experience in dealing with executives on the critical competitive issues facing their organisations, working to fashion and help implement strategic change agendas that have helped to reposition organisations within their markets and industries.

His work in coaching has seen him travel



internationally to New Ventures West in San Francisco, California, where he completed the year-long Professional Coaching Course, certified by the International Coach Federation (USA), as well a second year-long Business Leaders Training course which has accredited him to run all of New Ventures West's courses worldwide. Craig's clients span a wide range from South Africans to clients from Australia, Europe, the UK, East and West Africa and the full Southern African region.

He spends his time as a one-on-one coach to executives from leading organisations across the globe, with leadership teams as a group coach, as well as consulting on the design and implementation of coaching cultures, interventions and processes into their businesses.

His clients include Standard Bank, Shell, Anglo American, Sanlam and British American Tobacco. He delights in working across cultural, gender and other category backgrounds in assisting people towards captaincy of their fate and the exploration of roads less travelled.

Craig has a Bachelor of Arts from the University of the Witwatersrand, a Master's in Business Administration from the University of the Witwatersrand Business School and a Master's in Creative Writing (Poetry) from Rhodes University.

COURSE CREDENTIALS AND ACCREDITATION



The Centre for Coaching is based at the UCT Graduate School of Business (GSB) - one of Africa's leading business schools. Its courses form part of the GSB Executive Education suite of offerings and are informed by both academic rigour and coaching practice.

www.gsb.uct.ac.za



New Ventures West (NVW), one of the leading coaching schools in the USA, founded in 1987, is a San Francisco based organisation dedicated to having people be both effective and fulfilled in their work as integral coaches.

www.newventureswest.com



The International Coach Federation is the leading global organization dedicated to advancing the coaching profession by setting high standards, providing independent certification and building a worldwide network of trained coaching professionals.

Under the auspices of New Ventures West, our learning partner, this CfD course is recognised by the International Coach Federation as providing 90 Approved Coach Specific Training Hours (ACSTH).

On completion of both CfD and PCC, you will have 286 Approved Coach Specific Training Hours. This fulfils the ICF coach educational requirement to apply for Master Certified Coach (MCC) Credentials with the ICF.

For more information on how to become or find an ICF-credentialed coach, please visit

www.coachfederation.org



The Health Professions Council of South Africa (HPCSA) is a statutory body, established in terms of the Health Professions Act No. 56. It has accredited the CfD course for 20 general continuing education units (CEUs) and 5 ethical CEUs in level 3.

www.hpcsa.co.za



Launched in April 2006, Coaches and Mentors of South Africa (COMENSA) is an inclusive, umbrella professional association for individual and corporate providers, buyers and trainers of coaching and mentoring services.

The Centre for Coaching is a registered Training Institution and Coaching/Mentoring Company member of COMENSA. The Centre for Coaching course leaders, Craig O'Flaherty and Janine Ahlers, are also both members.

www.comensa.org.za

The Centre for Coaching (PTY) LTD (South Africa), Centre for Coaching SUI LLC (Switzerland)

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Academic Director: Janine Ahlers (SA & Swiss)

Directors: Craig O' Flaherty (SA & Swiss); Janine Ahlers (SA & Swiss); Daniel Beukes (SA); Daniel Ahlers (Swiss)