

TRAINING SYSTEMIC COACHING

COMPETENCE AND PROFESSION

COACHING – COMPETENCE AND PROFESSION

Coaching is an answer to today's culture of change.

Changes

We live in an age of change. Technological progress, ever-shorter production cycles, globalisation, digitalisation and an enormous increase in knowledge all require permanent change from individuals, teams and organisations. We understand change as normality. Every individual and every organisation, that is, every social system, strives autopoietically for change. The inner driving forces of change are motives for further development and growth, accompanied by curiosity and exploration.

Shaping stability and change

Change does not only mean the passive adaptation of individuals, teams and organisations to changing environmental conditions, but above all an active co-creation of the environment. Changes are an interplay of adaptation and design of systems in and with their environment. Change means to analyse internal structures and processes, to rethink them creatively and to optimise, preserve, discard or create new ones.

The change of the whole always entails the change of its parts. Changes in social systems can arouse curiosity or the joy of experimentation, but also fear, resistance and resignation. The active suppression of our resistance to changes in order to maintain the status quo costs energy, which is often wasted in change projects through active and passive resistance among concerned parties.

Coaching and coaching needs

Coaching is an answer to the culture of change of our time. The need for qualified support for individuals, teams and organisations is greater than ever, be it for personal development projects, professional challenges or change processes.

In companies and other organisations, this support is mostly accomplished through personnel or organisational development in cooperation with internal or external coaches.

Coaching competence

However, coaching is more than just professional support offered by people with leadership and management tasks in a professional context. Coaching competence means shaping sustainable professional relationships, understanding organisations from a systemic perspective, giving impulses to initiate the development of individuals or systems, and accompanying them along the way.

Coaching competencies are becoming more and more important in various professional roles, and coaching is having an impact on the shaping of these roles in organisations. Managers, executives, internal consultants, agile coaches, project managers or personnel development specialists will benefit from the development of their own coaching competence in terms of their professional performance and their personal satisfaction.

OUR COACHING APPROACH

To harmonize personal needs with occupational requirements

What is coaching?

Coaching is a development and change process supported by a professional coach. The client's self-reflection and change competencies are promoted systematically by the coach with the use of specific coaching methods.

This process is based on integrated knowledge and theories depending on the initial situation, the coaching goals, and the needs and abilities of the client. In addition, a professional coach accompanies the client during the implementation of change projects.

This is done on the basis of a sustainable relationship based on the principles of voluntariness, confidentiality, transparency and equality. Coaching is mainly aimed at people in management roles, teams of employees in change situations, or senior management teams.

The systemic coaching approach

The theories of people in organisations, learning and change, intervention methods and our attitude as coaches all have their roots in system theory, in constructivism and humanistic psychology, and here especially in gestalt therapy. Well known representatives of these schools and approaches have worked at the Psychological Institute at the Humboldt-University zu Berlin, which artop is part of.

To us, systemic coaching means supporting and accompanying individuals, teams and organisations within discrete or organisational change processes in a way that is based on systemic thinking and interventions. The reason for the introduction of a coaching process can be either a problematic situation or a development project.

Coaching is about providing 'help for self-help', to stimulate emotional and cognitive self-organisation, to explore people's own goals and motives, to develop strategies and thus to reconcile personal experience and behaviour with professional requirements.





TRAINING CONCEPT

Besides the transfer of knowledge, the aim of the training is to introduce methodical and practical skills, and to provide support to the participants in their personal development and growing process.

The coaching training programme is designed as a comprehensive qualification programme. A broad spectrum of experienced trainers with relevant qualifications from consulting, teaching and research enable us to provide:

- An orientation based on the lengthy experience we have from coaching practice in companies and organisations.
- The introductions of different coaching styles and the targeted profiling and promotion of the individual coaching styles of the training participants.
- The promotion of the participants' networking with each other and with the training institute, as well as the provision of support for obtaining membership to Germany's leading coaching association (DBVC).
- The opportunity for further training, exchange and inspiration through various artop events, such as the artop congress, which is held every two years by artop.

The scientific basis guarantees:

The transfer of proven methods, models and theories

- Participation in ongoing research
- Continuous evaluation of the training and the work of the participants in practice

The practical orientation ensures:

- Intensive and feedback-oriented training of the participants' own coaching competencies
- The direct transfer of skills in relevant fields of application in different industries and organisations
- The mediation of inter-school, pragmatic coaching approaches

TRAINING STRUCTURE

Since 2001, this extra occupational training has been offered by artop. It has established itself and has proved to be successful. The offer is evolving continuously and thus takes current developments and needs into account.

The training is divided into training and practical elements.

Training element

In the first training modules, participants gain an insight into system theory and the basic concepts of coaching. Cooperation in the training group begins by an intensive familiarisation process.

Another important topic is the special situation of the clarification of a coaching mandate. This involves, among other things, defining the framework conditions, clarifying the issue and the assignment, and developing the coaching goals.

In the further course of the training, methods and techniques are taught (including practice with real clients), which can be used by the coach in various contexts after the analysis of the initial situation and to achieve specific coaching goals. This includes psychodiagnostic methods in individual coaching as well as approaches for team coaching.

Furthermore, insights into the expectations of typical clients and their influence on the coaching process as well as practical knowledge and experience for the coaching business are provided.

The design of coaching processes and sessions is practised intensively in this part of the training in several training units under the guidance of the instructors and trainers.

The group dynamics seminar in the middle of the training programme provides deep insights into group processes as well as personal experiences of one's own impact and role within the group.

In the final part of the training, specific topics and approaches for professional coaching are taught. These include the possibilities and limits of coaching in conflicts, approaches for the coaching of managers and executives in an organisational context, as well as for the development and support of teams. Another topic will be the use of narrative approaches and methods in coaching.

During the final colloquium the participants will demonstrate their coaching skills in a real coaching session. The training ends with the ceremonial presentation of certificates.

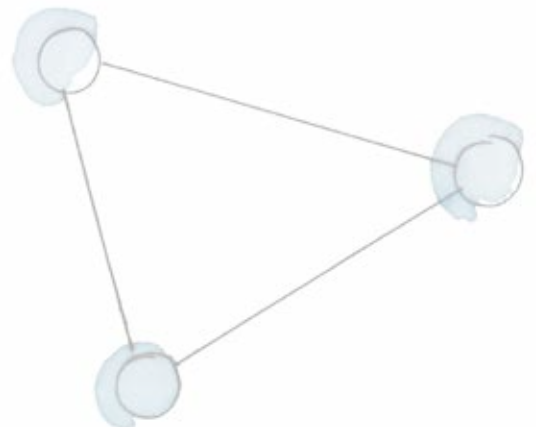
Practical element

Effective and practice-oriented learning and personal development in coaching are supported by the following methods within the training:

- An initial interview at the beginning of the programme
- One peer group meeting between the seminars
- Intensive feedback-oriented training units
- Mentor coaching with an experienced coach (note: not included in the cost!)
- Coaching of real clients in training
- Implementation of the participant's own coaching processes outside the training
- Participation in case supervision in small groups
- Use of artop rooms for certification-relevant coaching during the training period (depending on availability)
- Logging of the training modules by the training assistant
- Extensive documentation and recommended literature

For all participants the training begins with an individual development interview. The aim is to determine the current situation at the beginning of the programme. Participants have the opportunity to ask questions and reflect on their decision to participate in the training. Two or three learning projects are to be determined in this discussion.

Furthermore, the participants will carry out real coaching processes and record them. In the final colloquium all participants will be involved in a real coaching session. Based on the feedback from the trainer, the participants can check for themselves to what extent they have achieved their learning and development goals through the training.



OVERVIEW OF MODULES

1

First Contact and Basics

In the first module of the training, participants will familiarize themselves with the coaching approach and training philosophy of the artop academy. The aim is also to learn some initial approaches and methods of coaching and to take a first look at systemic coaching.

Contents include:

- + Definition of coaching process and expert consulting
- + Function of coaching in organisations
- + Basic coaching
- + System theory & systemic interventions
- + Working levels in coaching
- + Feedback within the training group
- + Live coaching in front of the group (demo with trainer)

Coaching practicum:

- + Intensive training in small groups with trainer feedback

2

Systemic Coaching Theory

In this module, basic theoretical approaches, process elements and methods as well as techniques for the first steps into coaching are introduced and practised.

Contents include:

- + Systems as a result of observation
- + Communication theory, based on Luhmann
- + Pattern formation in systems
- + Basics of empathic communication and relationship formation, factors for effectiveness
- + Triangular contracts
- + Social system theory, theory of autopoiesis
- + Systemic questions
- + System visualisation

Coaching practicum:

- + Intensive training in small groups with trainer feedback

3

Coaching in Process I

In this module, basic orientation maps, process dynamics and methods in the clarification of assignment are introduced and practised.

Contents include:

- + Key elements in the clarification of assignment in coaching (contract)
- + Different lenses in the exploratory phase (consulting formats)
- + Client types
- + Psychodynamic and contact modes in the coaching relationship
- + Not-knowing attitude
- + Clarification of concerns, context and relations
- + Not-knowing attitude and the need for psychological safety

Coaching practicum:

- + Coaching exercise using concrete techniques and methods with trainer feedback

Coaching in Process II

This module teaches the design of coaching processes in a way that is specific to each individual case and client, as well as the use of different coaching methods and tools.

Contents include:

- + Classification of coaching issues
- + Steps within the coaching process
- + Methods and tools in coaching

Coaching practicum:

- + Intensive training in small groups with trainer feedback

Group Dynamics

In this module, groups and teams are discussed as places for learning and change by the participants, and group dynamic processes are experienced and reflected by them. In addition to the group as a system of redundant communication patterns, the development phases of groups, rank structure and roles, the group dynamic space as well as group dynamic phenomena are also dealt with in coaching.



The seminar takes place at a seminar house outside of Berlin. Costs for accommodation and catering will be covered by artop.

Coaching in Process III (with real clients)

In this module, basic theoretical approaches, process elements and methods as well as techniques for the first steps into coaching are introduced and practised.

Coaching practicum:

- + Intensive training for two participants, with real clients and trainer feedback

Leadership, Conflict and Organisation

Interpersonal conflicts and leadership issues are central topics and frequent occasions for coaching in the context of organisations. The module offers access to both topics with relevant background models and practical methods, and demonstrates the possibilities and limits of the approach in coaching. Furthermore, it illuminates organisations as social systems and offers a systemic perspective on interactions within organisations.

Contents include:

- + Organisations as social systems
- + Leadership in the context of organisations
- + Management and leadership roles
- + Coaching of executives
- + Conflict management as a management task
- + Interpersonal conflicts
- + Systematics, escalation and handling of conflicts
- + Coaching in conflict situations

Coaching practicum:

- + Intensive training in small groups with trainer feedback

Narrative Coaching

As human beings, we organize our relationships to ourselves and our environment in an essentially narrative way. It is therefore worthwhile attaching particular importance to these narratives and their realisation in coaching. During the two days of the seminar, the participants will get an overview of narrative methods and will have numerous opportunities to test the narrative craft as a component of coaching in practice.

Contents include:

- + An overview of the variety of methods of narrative work
- + Systematisation of terms and methods
- + Use of narrative craft in coaching
- + Origins and references of narrative methods
- + Journalistic storytelling and narrative coaching

Coaching practicum:

- + Intensive training in small groups with trainer feedback

Team Coaching

The importance of lively, creative and innovative teams is increasing in the modern world of work.

Team development and team coaching are therefore essential to help work teams to develop common visions and mission statements, to strengthen cooperation, to improve collaboration, and to develop a team culture that promotes trust.

Especially in agile contexts, innovative, systemic coaching competencies are in demand.

Contents include:

- + The team coaching process
- + Teams as social systems
- + Team diagnostics
- + Triad: Person – Team – Organisation
- + Team structure, roles and team processes
- + Team leadership – Team development
- + Methods for team development and coaching
- + Moderation cycle for workshop design
- + Success factors for successful teamwork
- + Agile working in a team

Final Colloquium

The participants demonstrate their skills in a real coaching session and receive feedback from the trainers.

Further steps for cooperation and network building are then agreed on. The participants give their final feedback on the training.

The awarding of certificates.

+ Remote Coaching (Online Module)

This module provides an overview of how to get started with remote coaching. In two live online trainings of 120 min each, the technical and methodological possibilities as well as challenges for remote coaching via video are highlighted.

Contents include:

- + Working with coaching platforms
- + Video platforms
- + Online coaching tools
- + Technical challenges and tips
- + Differences to face-to-face coaching
- + Building relationships and conducting conversations
- + Use of methods

Practical training

- + Remote coaching in peer groups

+ Own Coaching Cases & Supervision

In the practical part of the training, the participants are asked to carry out at least two of their own coaching processes.

In each case, one of these coaching processes can be introduced into supervision and worked on with supervisors.

The aim of this part of the training is to gain practical experience and to develop coaching skills, thus preparing for later practice. Four dates are offered for the case supervision. The participants choose two of them.

TRAINERS

All our trainers are highly qualified due to their lengthy experience as consultants and trainers in the business world, in the social services sector and in adult education.



Kathleen Grieger (training director)

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Kathleen Grieger, MSc Coaching Psychology and gestalt therapist, works as a consultant, career coach and trainer. Her work focuses on the development of individuals, teams and groups and her field of interests are topics such as identity, passion and integrated change.



PD Dr Thomas Bachmann (training director)

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Dr Thomas Bachmann, graduate psychologist, works as a coach, gestalt therapist and consultant. He works for executives, senior managers and teams from organisations in various industries. He has additional qualifications in Gestalt therapy, group dynamics and organisational development, among other things, and is the author of numerous professional articles in books and professional journals.



Ragna Lienke

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Ragna Lienke, graduate psychologist, works as a coach, consultant, trainer and mediator. Her work focuses on the moderation of change and team processes, coaching and conflict management. She is head of the artop Academy.



Jenny E. Jung

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Jenny E. Jung, graduate Media Scientist and former Operations & HR Executive in the Startup and Venture Capital ecosystem, works as a consultant and coach. She focusses on supporting business founders, teams and organisations in their growth journeys.



Dr Stephan Bedenk

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Dr Stephan Bedenk, PhD in executive decision-making. Works as a consultant, trainer and coach. His work focuses on advising individuals, groups and companies in individual and organisational change processes.



Dr Sebastian Kunert

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Dr Sebastian Kunert, graduate psychologist, works as a consultant, coach, trainer and lecturer. His work focuses on organisational development, facilitating a wide variety of event formats and dealing with large data sets. He does research on the topics of organisational culture, leadership, innovation and failure.



Carmen Stephan

artop – Affiliate Institute of Humboldt-Universität zu Berlin

Carmen Stephan, regional scientist Latin America and experiential educator, works as a blended learning trainer and coach. She develops blended learning concepts and conducts live online trainings in virtual spaces. She also accompanies individuals and teams in their development.



Carsten Tesch

Carsten Tesch, graduate actor and theatre scientist, works as coach, consultant and journalist. He works for executives in companies and not-for-profit organisations. His focus is on narrative methods, especially narrative coaching and journalistic storytelling in organisational development. He has additional qualifications in gestalt coaching and systemic organisational consulting. He also works as a radio presenter for mdr Kultur.

FURTHER INFORMATION

Conditions of participation

The artop coaching programme is aimed at:

- Organisational and people development managers
- People from consulting professions (personnel and management consultants)
- Managers and professionally experienced career changers

A university degree and several years of professional experience are required for successful training. We also presuppose that participants have basic communication skills in professional relationship management (feedback, active listening, questioning techniques).

Training location

The training takes place in artop's seminar rooms (Christburger Str. 4, 10405 Berlin) statt. The 'Group Dynamics' seminar takes place at a seminar building outside of Berlin.

Requirements for the certificate

- First interview: This takes place before the training contract is signed and is part of the admission process (1.5 hours) in addition to participation in an information evening.
- Eleven training modules (distributed over 26 days and 184 training hours) over a period of approximately 12 months; at least 80% attendance is required.
- Case supervision (two appointments of four hours each).
- Participation in the two-hour peer group meetings between modules, and their short documentation.
- Conducting and logging of at least 30 hours of coaching with at least three different clients.
- Mentor coaching – at least five appointments of at least 60 minutes each (not included in the costs)
- Implementation of a real coaching session in the final colloquium.

The scope of the training amounts to a total of 193.5 hours of contact time.

Certification

Graduates of the artop coaching training programme are awarded their certificate after all requirements have been met and the participation fee has been paid in its entirety.

The training is recognised by the German Federal Association of Coaching (DBVC) and the International Organisation for Business Coaching (IOBC).

The training is appropriate to get a certification by the International Coaching Federation (ICF).

Costs

For companies:

10.900,00 €

For private individuals:

8.900,00 €

(payable in 10 monthly installments)

We support not-for-profit organisations. Please get in contact with us.

This academy offer is exempted from sales tax in accordance with §4 No. 21 UStG.

The training is acknowledged as an educational event by the Berlin Senate Administration for Integration, Labour and Social Affairs in accordance with the Berlin Educational Leave Act. Employees can apply to their employer for educational leave for part of the training days.

Please note our General Terms and Conditions entitled 'Participating in Events of the artop Academy' at

www.artop.de/en/about-artop/terms-and-conditions

Contact

Please contact us for further information and registration. You can reach us at the following number or e-mail address:

☎ +49 (0)30 44 012 99-55

✉ akademie@artop.de

Registration process

Please use the form at www.artop.de/en to submit a non-binding registration.

Information evenings

We will confirm your registration and invite you to an information evening. After the event, we will decide together on your participation in the training.

Admission process

- Your registration on our website
- We check the formal requirements for your participation
- Invitation to an information evening (held several times a year)
- Your binding registration for a curriculum or a place on the waiting list
- Our confirmation of a training place
- Participation in the initial interview
- Training contract

ABOUT US

artop – Affiliate Institute of Humboldt-Universität zu Berlin has been offering consulting, research and training in the fields of organisation, personnel and usability & user experience for 25 years.

Consulting and research

At the interface between academia and business, artop has both scientific expertise and many years of practical experience. Our core competencies include consulting for companies and organisations, the tailor-made planning and implementation of organisational and personnel development programs, as well as usability/UX projects, application-oriented research, and vocational training and further education.

One of our goals is to promote the exchange of knowledge between research and society. Therefore, we cooperate intensively with companies and organisations, research institutes and university facilities. Our regular colloquia are open to the public and offer a popular format for interested parties.

We are an experienced team of consultants with qualifications in training, coaching, moderation and mediation. To meet special requirements, we work with a competent and reliable network throughout Germany.

artop was founded in 1995 as Arbeits- und Technikgestaltung, Organisations- und Personalentwicklung e.V. by staff of the Institutes of Psychology, Informatics and Economics at the Humboldt-University zu Berlin. Two years later a cooperation agreement was signed with the university. Since then, artop has been recognised as an affiliated institute. In 2006, the company was converted into a limited liability company.

The artop-Academy

As a recognised institute for further education, artop offers in-service training, basic seminars and in-depth studies as well as tailor-made, in-house offers within the framework of the academy. The basic values of our work are transparency, appreciation and cooperation. We pass this attitude on to our participants.

The contents of all offers are the result of many years of experience. Each offer is continuously evaluated and updated and thus adapted to the needs of the participants and the developments on the market.

Our Training Courses

All training programs are based on a three pillar concept. We provide research based knowledge about the field, show how to apply means and tools by testing them, and explore personal preconditions to become a professional.

Advanced Courses & Workshops

Our advanced offer for deepening skills and specialisation is aimed at trained coaches, trainers, organisational consultants and usability/UX professionals.

In our workshops on selected topics, experienced trainers impart current know-how from research and practice.

For more information on our offers in English, please visit:

www.artop.de/en/academy

Please note our extensive German-language academy offer. You can find it under:

www.artop.de/akademie

Recognised by the German Federal Association Coaching (DBVC)

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