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## MSc (Master of Science) Academic Coach\*

\*In accordance with the decree dated July 26th, 2005; BGBl II 224/2005 of the Ministry for Education, Science and Culture, the European Systemic Business Academy is accredited to bestow the academic title of Master of Science in Coaching.

### *The definition of Coaching*

We view the coaching process as interaction between experts. The coach supplies expertise and abilities in regards to solution and future oriented reflections. The customer brings the specific knowledge and know-how concerning their field of action. Customers are the experts for themselves and their specific contexts. Successful coaching combines these two very different forms of expertise to create a fertile ground for new solutions to develop.

As a profession, coaching requires a comprehensive examination of varying attitudes and approaches as well as the ability to consciously apply various coaching methods and techniques. It is the integration of both these aspects that enable coaches to provide the effectiveness and professionalism required of them. Quality and competence in the area of consulting also includes the ability to reflect on one's own experiences and relationships with customers. It means being able to place these experiences into perspective both in regard to oneself as a person and as a coach.

### *The possibilities*

Coaching can support customers on a variety of levels of their job-related activities and can be used:

- for client-centered consulting within a job-related context
  - as a supplement to Consulting or Training
  - as part of modern personnel development
  - as a preventive measure for Burnout and issues concerning Work-Life-Balance
- as one possibility to individually optimize competencies and performance

### *The Kieler Consulting Model*

The coach works according to the guidelines of the Kieler Consulting Model, which was founded by Prof. Dr. Uwe Grau and is based on systemic thinking. Relationships and networks are viewed and reflected comprehensively. Cooperation and the philosophy of constructivism (Heinz von Förster) are the basic principles of this approach. The interventions and methods are based on the systemic-solution- and future-oriented approach, which was developed (among others) by Insoo Kim Berg and Steve de Shazer.

### *The principle of cooperation*

... is the foundation of the resource-oriented approach of the Kieler Consulting Model. The Customer and his/her issues are the focus of the coaching. Both the contents and the framework of coaching are always defined in tandem by the coach and the customer. This includes the differentiation and definition of the issues, the definition of the mandate for the coach, the goals and their criteria as well as criteria for the evaluation of the coaching results.

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## Constructivism

... defines reality as a subjective experience. Each person constructs their own reality based on their past experiences and perceptions. Problems are also constructed and can be jointly "reconstructed" in the course of coaching. This can lead to new perspectives, which invite new ways of acting and thus lead to the development of new realities.



## Intensive Coaching Training 1st Part of the Curriculum (2 Semesters - 14 days)

This is the basic foundation training for those who are interested in working as Coach, Trainer or Consultant, or as an additional qualification for Managers, who wish to acquire comprehensive solution-oriented competencies for their leadership activities.

### Structure of the Training

- Initial interview (application and contracting)
- 4 Workshop Modules of 3 days each
- 2 days of Supervision
- 5 individual coaching sessions
- Peer group work

The complete training encompasses at least 14 days (135 hours, 20 of which are supervision)

### Contents of the modules

#### Module 1

Systemic-constructivistic thinking and holistic viewpoints, techniques and attitudes - the coach/customer setting  
Getting from the customer's issues and goals to a mandate  
Consulting with a reflecting team

#### Module 2

Reconstruction of systems using the relationship-/system-board  
Toolbox of questioning techniques: circular questions, future- and solution-oriented questions

#### Module 3

Meta-dialog in the consultation  
Deepening understanding of solution-oriented questioning  
Reframing

#### Module 4

Working with metaphors and rituals  
Externalizing  
Team coaching  
Establishing testable quality criteria

### Supervision days

Present a forum in which the participants can deepen their understanding of the material as well as offering opportunities to reflect on experiences outside of the teaching environment and practice techniques learned. The participants bring the concrete examples from their daily experiences. Based on the examples, the application of the Kieler Consulting Model principles can be reinforced and practices.

**Information about costs and timetable:**  
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## Coaching Professionals Training 2nd Part of the Curriculum (3 Semesters - 37 days)

Continuing education for those wanting to work professionally as coaches or consultants.

### *Prerequisites*

Intensive Coaching Training (1st part of the curriculum) according to the Kieler Consulting Model, or an equivalent systemic or analytical consulting training at another, accredited institution (at least 140 units)

### *Target Audience*

Entrepreneurs, Managers, HR-Specialists and -developers, Marketing and Sales staff, Project- and Team-leaders, consultants, Mediators, Trainers, Teachers, Psychologists, Psychotherapists as well as people working in a variety of functions and areas who are interested in personal development, who want to attain new skills or want to work professionally as coaches.

### *Structure of the Training*

- Initial interview (application and contracting) - for those who did not complete the 1st part of the curriculum
- 7 Workshop Modules of 3 days each and 4 Workshop Modules of 2 days each
- 6 days of Supervision, 1 day and 2 Evenings of Theory, 10 individual coaching sessions
- peergroup work

The complete training encompasses at least 37 days (336 hours, 60 of which are supervision)

### *Contents of the modules*

#### **Update**

The Kieler Consulting Model  
Repetition and deepening understanding of the 1st part of the curriculum

#### **Module 1**

Definitions, settings and contexts  
Legal aspects and the coaching market  
Defining goals and contracting with multiple partners  
Internal and external coaching

#### **Module 2**

Paths to your authentic self  
Analytical-systemic self reflection  
Personal experiences and history and its meaning for personal transformation  
Habits, patterns and roles we play  
Psycho-hygiene as consultant and coach  
Developing alternative strategies for action

#### **Module 3**

Kieler Consulting Model for Professionals  
Reframing - inventing new and salubrious realities  
Reflecting Team with variations  
Meta-dialog, meta-monolog, meta-log in coaching  
Tasks and assignments

#### **Module 4**

Language creates reality  
Keywords and semantic sensitivity  
Systems theory, constructivism and cybernetics  
Appreciation, reinterpretation and compliments  
Recognizing and using constancy and changes  
Metaphors and pictures in language

#### **Module 5**

Systemic conflict coaching  
Dynamics and causes of conflicts  
Mediation methods  
Systemic methods in conflict coaching  
Win-win-model, systemic settlements

#### **Module 6**

Groups and Teams  
Dynamics in Organizations  
The subconscious in Organizations  
Analytical-systemic team building and development  
Systemic interventions - enhanced questioning techniques

#### **Module 7**

Team coaching  
Achieving a mandate with teams  
Organizational constellation work  
Using the relationship-/system-board  
Establishing development potential and strategies for solutions

#### **Module 8**

Techniques for creativity- and interventions  
Narrative methods  
Use of rituals  
Externalizing the problem  
Systemic Structural Constellation Work (SySt)

#### **Module 9**

Solution oriented consulting systems  
Cheerleading, positive connotations and interviewing  
Developing and enhancing perspectives for the future  
Co-constructing solutions

## Module 10

Systemic organizational development  
Mandates and goals in organizations  
Models for cooperation - working in teams  
Phases of the organizational process  
Learning organizations  
Systemic project management  
Transfer and securing of results and achievements

### *Individual Coaching*

The goal of the individual coaching sessions is to enable participants to experience coaching from the customer's perspective. It is the aim of these coaching sessions to reflect on current issues that the participant may be having with the course material, or in a job-related context. The topics of the coaching sessions are determined by the participants.

### *Peer groups*

The participants form peer groups for reflection and practice during the course of the complete training. These groups are used to further enhance the lessons learned and reflect on the course material.

### *Theory Evenings*

In these evenings experts work together with the participants to clarify open questions, further explain theoretical aspects, and discuss best practices and background information.

MSc - Completion and Certification as academic coach

- Requirements:
  - qualification for Post Graduate Study
  - University Degree
- 1st Part of the Curriculum, and  
2nd Part of the Curriculum  
(totaling 5 Semesters, consisting of the Intensive Coaching Training and the Coaching Professional Training)
- Self-awareness training, Supervision, documented coaching experience
- Master Thesis
- Diploma Examination

### *The Goals of the training*

The participants are introduced to and experience:

- how coaching can be used as a highly efficient and effective method to solve problems and development in a job-related context
- how job-related and personal styles of working and living interact and how these can be affected by coaching
- how to cooperate with executives, staff and teams in various contexts to establish a mandate for coaching
- how to support their future customers in personal, technical and organizational change processes
- how to apply systemic-constructivistic methods and techniques of coaching according to the Kieler Consulting Model, enhanced by analytical (self-)reflection and other forms of intervention
- which aspects of their personality is effective in coaching
- how to apply methods for the accompanying evaluation of the effectiveness of coaching

This comprehensive 5-semester training provides participants with the academic theoretical and practical qualification to work professionally as coach.

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