

BELBIN ACCREDITED TEAM COACHING PROGRAMME

*A unique team learning journey for practitioners
and teams that creates capacity to effectively
navigate tomorrow's world.*





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AT THE HEART OF WHAT WE DO

Belbin has been working with teams for over forty years.

From our beginnings in Dr Meredith Belbin's research at Henley Management College in the 1970s and 80s, to the present day, we've worked with teams across the globe.

Whether it's the SLT of a multinational or an enterprise-level start-up, we enable strengths-based working and deliver more effective teamwork and better business performance.

In a nutshell, Belbin is THE team company.

For decades, we have recognised and promoted real teamwork as the crucial link between strategy and business outcomes.

Now it seems that the rest of the world has caught up!

Why team coaching?

Team coaching has long been at the heart of what we do. We decided to develop a

programme to help others understand how to facilitate team growth, learning and performance.

Along the way, we discovered a group of Belbin accredited practitioners who were also expert team coaches, and who had in-depth experience of other theories and practices complementary to our work here at Belbin.

So, we handed them the baton – to develop a team coaching programme that is based on – but not limited to – the Belbin methodology, making the most of all available and relevant frameworks.

After much exploration, learning and debate, we have developed the Belbin Accredited Practitioners' Programme.

We're excited to share it with you.

Jo Keeler
Managing Director
Belbin Ltd



YOUR COACHES AND TUTORS



CHRIS JACKSON

Chris has run successful businesses in the service, leisure and tourism sectors where he gained valuable experience in building and motivating small, effective teams. Having worked as an advisor and consultant to SMEs, his introduction to team coaching came when he was recruited to help to develop and deliver a university programme based on the Finnish 'Team Academy' style of learning. He has gone on to research the process of team learning and how a team coaching approach is effective in helping organisations to navigate complex environments.



DR GEORGIANA ELS

Georgiana began her career in Romania where she gained commercial experience running a business in the travel and tourism industry. Now living in the UK, she is an Assistant Professor at Lincoln International Business School where she has developed an innovative module that incorporates the Inner Development Goals, Belbin Team Roles and Team Coaching methodology to engage with international postgraduate students as they consider their future careers. Georgiana was first introduced to the concept of team coaching when trekking in the Himalayas – testament to the idea that travel broadens the mind!



DR SOPHIA KOUSTAS

Sophia lives in the USA, spending most of the summer in her home country, Greece. With over twenty years experience in government, private and non-profit organisations she has specialist knowledge in industrial organisational psychology. Sophia is currently an Assistant Professor at Southern New Hampshire University where she delivers on undergraduate and MBA programmes. She is actively involved in team learning, coaching, consulting, and entrepreneurial ecosystems and is currently curiously researching “the impact of AI in SMEs”.



ELENA HINOVA-McNAMEE

Elena is a leadership coach and team coach who lives and works for part of the year in her native Bulgaria, spending the northern winter months in Australia. Previous experience as CEO of a healthcare organisation fuelled her interest in how a coaching approach can be successfully used with groups and teams. She recently launched the Petko Hinov Foundation charity, where she uses a team coaching approach to engage with young people in Bulgaria who develop ‘eco-centric’ mindsets by engaging in self-determined socially delivered projects in the communities where they live.



DR PAULINE MILLER JUDD

Pauline lives in Scotland where she enjoys a portfolio career, splitting her time between teaching at Edinburgh Napier University, team coaching, and facilitating leadership programmes for a range of organisations. Previously a senior leader in Higher Education and the Creative Industries, she has been able to use this experience to explore the effectiveness of different coaching styles and methods when working with leaders and managers.



HANNA SARA KETO

Hanna is a team coach from Finland, where team-based pedagogy was introduced in the 1990s. For over 30 years, she has worked mainly in business education. She is a fan of learning by doing, and putting theory into practice. She has also worked as a pedagogical expert, inspiring many universities around the world to change the way in which they enable students to learn. Hannah currently works on the delivery of team learning programmes at Proakatemia, established at Tampere University of Applied Sciences (TAMK) in 1999, where she is currently responsible for its Entrepreneurship and Team Leadership degree programme.



TEAM COACHING

The “application of coaching skills while working with a whole, intact team over time to improve inter-dependent members’ abilities to work together collaboratively to achieve the team’s collective purpose, potential and performance.”

Definition by Association for Coaching® (AC)



YOUR PROGRAMME

TEAM COACHING TO SUPPORT TEAMS TO SURVIVE AND THRIVE IN A CONSTANTLY CHANGING ENVIRONMENT

This exciting new offering for those interested in expanding their skills in the emerging area of Team Coaching is based upon a simple premise: to make the coach redundant.

Let us explain.

We want to enable and empower individuals to have the confidence and aptitude to apply a Team Coaching approach to develop a team as a working and learning 'system within a system'. While other teams may stick with an 'accepted' shape, thoughts and resulting actions, this team coaching approach will introduce a methodology of bringing teams together, acknowledging them as complex adaptive systems, capable of developing flexibility of thought and self-determined continual learning.

This will remove the need for the team to always require guidance from external consultants, as they can build their own flexibility and resilience to survive and thrive in constantly changing and ever more complex environments.

Begin your journey as a team coach.

By successfully completing the Belbin Accredited Team Coaching programme we believe that your practice and purpose will be enhanced. The Accreditation is evidence that you have immersed yourself in an interactive learning process and are part of a global community who promote best practice in team coaching.

All Belbin Accredited Team Coaches will be listed in the Team Coaching section of the main Belbin website, which is promoted internationally to a global audience.

As a member of this community, you will be required to refine your practice by continually learning, always working ethically and in service of the client.

IS THIS PROGRAMME FOR YOU?

We need to be very clear – this programme will not be for everyone.

Delegates will require a high level of sustained energy and enthusiasm, an enquiring mind, a commitment to personal learning and development, and a willingness to continually practice and reflect.

The emphasis will be on 'doing', developing a team learning approach through experiential group work in an open and honest group environment.

This programme is not a 'tick box', 'learn by rote' approach which will provide everyone with a generic 'toolkit for doing team coaching'. By the end of the programme delegates will be expected to have developed their own perspectives, style and philosophy alongside the confidence and ability to build and apply a personal approach to team coaching.

YOUR **LEARNING JOURNEY**

LEARNING JOURNEY WAYPOINTS

Your learning journey will accommodate some key waypoints, dependent on the needs and experience of the cohort and in the context of the teams that you serve.

Collectively, we will be visiting:

- The role of the Team Coach
- Belbin Team Roles
- The Inner Development Goals (IDGs)
- Use of Learning Contracts
- How we learn – as an individual and as a team
- Reflexive practice
- Dialogue as an alternative to discussion, debate or advocacy
- Mindset
- Sense-making and sense-giving
- Complexity

TEAM COACHING AND BELBIN TEAM ROLES – A UNIQUE COMBINATION

This exclusive programme will explore the phenomenon and application of team coaching. Using Belbin Team Roles as a basis it will begin a dialogic process to encourage teams to embark upon a learning journey that will empower them to become more self-directed in the service of their clients and stakeholders.

Applying a dialogic approach brings depth and richness of learning for delegates. It emphasises the importance of inter-personal learning, gaining new understanding through open, honest, reflexive conversation, exchange of ideas and ‘learning by doing’.

The application of Belbin Team Roles enhances the process of team coaching and supports developing learning organisations with teams that add tangible value. Belbin Team Roles is a research-based methodology used worldwide to help people discover, articulate and understand how they behave in a team setting. They can then refine their strengths, to build more effective teams and improve business performance.

A RICH LEARNING EXPERIENCE WITH APPLICABLE OUTCOMES

The programme will combine elements of tacit learning through exploring relevant current theory, alongside individual action and practice, followed by active, critical reflection, with an emphasis very much on the latter. This is crucial to the learning and will enable delegates to cultivate an aptitude for reflexive learning enabling them to develop their own perspective, understanding and approach for when and how they would operate as a Team Coach.



Dr Meredith Belbin

BELBIN UNDERSTANDS TEAMS

Dr Meredith Belbin and his team of researchers found there are infinite behaviours in the workplace, but there are only a finite number of useful behaviours that are critical to the success of the team. They identified nine separate clusters of behaviour that facilitated this success – each of these clusters is called a Team Role.

Each Belbin Team Role comprises a set of identifiable and predictable behaviours. This enables a common language to be used when talking about an individual's strengths, weaknesses and preferred roles within a team, facilitating open and constructive communication. Understanding the Team Roles present within a team enables individuals to work together with greater understanding.

YOUR **LEARNING JOURNEY**

PROGRAMME MAPPED TO THE INNER DEVELOPMENT GOALS FRAMEWORK

A further unique aspect to this Team Coaching programme is that it is mapped to the Inner Development Goals (IDGs), an essential toolkit of skills for the sustainable development of leaders and individuals alike. The IDGs are a fundamental framework that supports the United Nations 'Sustainable Development Goals for a sustainable world by 2030' initiative.

The IDGs framework organises 23 skills and qualities essential for human inner growth and development into five dimensions. Number one on the list is 'Being – Relationship to Self'. This dimension addresses 'cultivating our inner life and developing and deepening our relationship to our thoughts, feelings and body help us be present, intentional and non-reactive when we face complexity'.

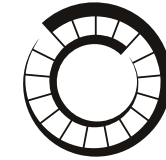
The application of reflective learning and developing self-awareness throughout this programme means learning and outcomes for individuals and teams will be highly relevant and representative of the ideologies covered by the internationally recognised IDGs framework.



INTERNATIONALLY EXPERIENCED COACHES AND TUTORS

Delegates will be supported throughout the programme by a faculty of fully qualified and internationally experienced Team Coaches.

They will implement a 'learning by doing', active reflection approach, with delivery tailored to supporting the current practice of the attendees. Each cohort will develop into a 'community of practice', learning with and from each other, continually challenging and exploring perceptions. In this way we will create a network of active practitioners which will endure beyond the end of the formal programme.



INNER DEVELOPMENT GOALS
Transformational Skills for Sustainable Development

ABOUT INNER DEVELOPMENT GOALS

“In a world striving to achieve sustainable development, a ground-breaking initiative has emerged, offering a transformative framework that promises to reshape the future of humanity. Introducing the Inner Development Goals (IDGs), an essential toolkit of skills for sustainable development, open-source and freely available to all. As the IDGs gain momentum, they stand as the beacon of hope, guiding leaders and individuals alike towards a prosperous future for our planet.

At its core, the IDGs embody co-creation, embracing input and expertise from a diverse range of individuals, including experts, scientists, practitioners, and organisations worldwide. This inclusive approach ensures that the IDGs continue to evolve and stay relevant as they receive ongoing development and refinement from a growing global community.”

From Unlocking the Path to Sustainable Development: The Inner Development Goals (IDGs) – Global Sustainability Goals

PARTICIPATION & BENEFITS



WHO SHOULD PARTICIPATE IN THIS PROGRAMME

- Those who are Belbin Accredited and are looking to work with organisations to generate additional ROI from adopting a Belbin based approach to building and managing teams
- Anyone interested in team coaching, with or without any formal coaching accreditation or training
- Individuals looking to develop and empower teams through a team coaching approach
- Anyone looking to develop new skills through a deeper understanding of themselves and others using a team coaching methodology

BENEFITS OF THE PROGRAMME

For Organisations

- Promotes building individual and team values
- Supports using Belbin within the organisation to optimise impact to build effective teams, achieve objectives and develop a competitive edge
- Develop an in-house practitioner in an emerging field
- Help the organisation to become a continually learning, developing, and future-ready entity
- Maintain momentum without reliance on repeat sourcing of external consultants
- Develop a reputation as a forward thinking, resilient organisation, helping to retain and attract the best talent
- Empower the Board and/or Senior Leadership Team

For Individuals

- Accredited qualification in the emerging field of Team Coaching
- Personal development and enhanced personal confidence and effectiveness
- Valuable new skills that can potentially lead to new opportunities/support career development
- International recognition through the Belbin Accredited Coach portal





THE PRACTICAL DETAILS YOU NEED

ENTRY REQUIREMENTS

Attendees will need to be Belbin Accredited.

Although useful, previous coaching experience or training is not necessary.

Delegates will be introduced to some academic theory and key principles during the programme, but this is not an academic course.

This programme is open to anyone interested in expanding their skills in the emerging area of Team Coaching who have the required levels of commitment and energy that the programme design will demand.

COHORT SIZE

To maximise the potential for varied and in-depth learning, and to build a meaningful learning community within each cohort, numbers will be kept between 8 – 12 participants.

WAITING LIST

To accommodate the limited cohort size, a waiting list will be kept and managed with places on upcoming programmes being offered on a first come first serve basis.

WHAT YOU CAN EXPECT FROM US

- A unique approach to team coaching which is primarily based upon ‘team learning’ rather ‘team training’
- Facilitation, guidance and support from experts in the field
- An open and honest approach, tailored to the learning needs and experiences of the individuals within each cohort

WHAT WE WILL EXPECT FROM YOU

- Full commitment to the team learning approach – all delegates will be expected to contribute to the group so it can become its own peer learning network
- Complete and document in your Learning Journal as your own personal learning journey
- Development of your own philosophy on Team Coaching – what it means to you, how you will approach it and why



THE PRACTICAL DETAILS YOU NEED



PROGRAMME DURATION AND DELIVERY

The programme will be delivered over a nine month period and deliver three modules (CoLabs).

Delivery will be through a combination of residential, and face to face learning facilitated by the faculty, along with specified individual learning support at key points during the programme.

Each cohort will be encouraged to come together to form their own learning community to expand learning opportunities beyond the formal learning interventions.

Delegates will be expected to participate fully as a member of this learning community and undertake their own further learning following their self-reflection and practical experiences through the programme.

LEARNING JOURNAL AND FINAL ASSESSMENT FOR ACCREDITATION

Delegates will be provided with their own personal Learning Journal to complete throughout the programme. This will be unique and personal to them. Delegates will be expected to complete this themselves as it will inform the final assessment.

At the end of the programme, all delegates will also be required to complete and submit a written piece of work. This will need to demonstrate the transformational nature of their learning from the programme, demonstrating how they have developed their own philosophy around Team Coaching based upon their own personal learning journey during the programme. Some parts of the final assessment will be completed and reviewed with others from the cohort prior to final submission.

Final assessments will be graded pass/fail by the programme provider. Successful candidates will be issued with a certificate and have permission to use the official 'Belbin Accredited Team Coach' logo.



The 'Kings' room will be the main room used during the day

BELBIN ACCREDITED TEAM COACHING PROGRAMME



DURATION: 9 months (Jan – Sept 2024)

DATES: CoLab 1: 16th - 18th January
CoLab 2: 28th - 30th May
CoLab 3: 17th - 18th September

ATTENDANCE: In person for three residential 'CoLabs' plus virtual engagement in between

DELIVERY: Residential element (CoLabs) – venue: Madingley Hall, Institute of Continuing Education (ICE), University of Cambridge*

Full day workshops with selected Team Coaches

Delegates will conduct their own self-study and practice to apply theory in the workplace accompanied by virtual support and supervision

LEARNING OUTCOMES

By the end of the programme delegates will be able to:

- Offer safe and ethical team coaching practice within agreed boundaries
- Create clear and agreed coaching agendas in line with your practice
- Facilitate client growth by curating a learning environment which is founded on trust and safety
- Acknowledge the team as a single unit, composed of individuals, always aware of their own and the team's state, always congruent to their own values and philosophy
- Communicate openly and directly with the team; present challenge and feedback where appropriate, never directing, leaving responsibility with them
- Listen actively, maintaining presence
- Recognise a team as a complex adaptive system
- Be accomplished in team formation and development and the role of leadership in a team context
- Become part of an active community of practice that seeks to learn and promote best practice in team coaching

* Accommodation and meals included in course fee – see page 22 for full details



Madingley Hall will be the venue
for the residential CoLabs



PROGRAMME CONTENT

PRE-PROGRAMME:

Delegates will be provided with a reading list that will help them align with some of the key principles that the CoLabs will be exploring together.

IN-BETWEEN EACH COLAB:

Participation in two remotely delivered one hour team sessions (via Zoom). Ongoing 1:1 remote individual support. Cohorts will be encouraged to support and learn from each other between CoLabs.

MODULE/COLAB 1

(MONTHS 1 – 3):

Topics will include:

- Frameworks for Team Coaching
- Coaching ethics
- Teams and teaming – decoding the team with Belbin
- Inner Development Goals – “Being” – inner work for outer change
- Reflexive Practice

MODULE/COLAB 2

(MONTHS 4 – 6):

Topics will include:

- Mindsets and mindsight
- Neurobiology and coaching
- Learning in action
- Sense-making and complexity

MODULE/COLAB 3

(MONTHS 7 – 9):

Topics will include:

- Planning the reflective account
- Learning to grow
- Evidencing increased capacity and transformation
- Vector targets and ways ahead

FINAL ASSESSMENT (MONTH 9)

At the end of the programme you will be required to submit a final written account of your learning journey while engaged on the course. This reflective piece should evidence how you have developed your thinking, philosophy and practice as a team coach. Central to this will be an evaluation of your personal learning contract along with evidence gathered from interaction with coaches, clients and peers as you practise as a team coach. This will be submitted as part of your Personal Learning Journal which will be issued at the beginning of CoLab 1.

CERTIFICATION & **ACCREDITATION**

Those who successfully pass the programme will receive a 'Belbin Accredited Team Coach' certificate and permission to use the official 'Belbin Accredited Team Coach' logo.

COMMUNITY OF BELBIN ACCREDITED TEAM COACHES

All those successfully attaining accredited status through the programme will be eligible to join the 'Community of Belbin Accredited Team Coaches'. Benefits will include a discount on Belbin products, access to an online forum and invitations to future bespoke events.





PROGRAMME COST – £8,995 + VAT PER DELEGATE

INCLUDES:

- Cost of accommodation and meals during the residential element of the programme *
- Personal Learning Journal resources
- Facilitation time of Team Coaches
- Coaching supervision and support
- Evaluation of the final assessment
- Certificate and Accredited logo

EXCLUDES:

- Delegate travel costs
- Costs of any additional nights accommodation outside of those provided
- Any food and beverages purchased in addition to those provided during the residential elements

* Total 8 nights accommodation on a B&B basis; first night accommodation is night before CoLab start date; total 8 days face to face training with lunch each day and dinner provided on 5 nights

HOW TO BOOK YOUR PLACE:

Complete the 'Belbin Accredited Team Coach Programme' booking form on the Belbin website – www.belbin.com

Visit the website and navigate to 'Accreditation' and select 'Belbin Team Coaching Programme'.

A non-refundable 10% deposit is required at time of booking.

Balance must be paid by 14 days prior to the programme start date.

Alternatively, please call the Belbin team on +44 (0)1223 264975 or e-mail team@belbin.com (please use 'Team Coaching' in the subject line).





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