

EXECUTIVE EDUCATION

EXECUTIVE PROGRAM

**GLOBAL
EXECUTIVE
COACHING**

affiliated with



CCI PARIS ILE-DE-FRANCE





EFFECTIVE COACHING FOR PEOPLE AND ORGANIZATIONS

HEC Paris has been running Executive Coaching Programs for over thirteen years. Throughout this period of time we have developed and delivered high level coaching and self-transformation training programs. Over 1 000 participants now share the same humanistic values and the desire to find the most appropriate solutions in both personal and professional contexts.

We firmly believe that all individuals carry within themselves the most effective responses to the issues they face. HEC Paris certified Executive Coaches support the success of their clients by accompanying them on a journey of self-discovery that leads to greater awareness, open-mindedness and autonomy. They also enhance clients' freedom of thought, feelings and actions.

Consequently, coaching focuses on people, on how they understand the world, their emotions, inner lives, well-being and the quality of their interpersonal relationships. To successfully coach clients and motivate them to change requires an in-depth understanding of who they really are. In doing so, participants will enable their clients to move forward in their environment. They will help them develop an increased awareness of the mindsets that are preventing them from identifying a clear path for a better future.

In a world, where the lack of a sense of purpose in the workplace constantly challenges the workforce job satisfaction and management effectiveness, coaching makes a significant difference and boosts the ability of individuals, teams and organizations to define and effectively implement their own strategies. Enrolling in the HEC Paris Executive Coaching Programs requires, therefore, the ability to question oneself, to be open to others and to have a real desire for personal development. Participants will be expected to analyze their behavior, in order to be able to consciously interact with others.

We look forward to welcoming you to our Executive Coaching community.



Michel Giffard

Affiliate Professor, HEC Paris
Academic Director of HEC Certificate Programs
in Executive Coaching

HEC Paris Executive Education

Range of Certificate Programs

The HEC Paris Executive Coaching programs have already trained over 1 000 coaches. Executive Coaching now comprises five complementary certificate programs. The programs incorporate the very latest changes within organizations – both companies and public institutions – and teams, especially in terms of internationalization and the growing diversity of their human dimension.

The programs are designed to meet the needs of senior executives, managers, consultants and coaches in charge of leading and supporting change management processes. Major changes require the effective integration and harmonization of human and economic stakes to create a sustainable and successful future for organizations.



Global Executive Coaching Program

Training & Development (28 days)

HEC Paris Executive Coaching School now offers its quality programs and high-level tuition in English. Our Global Executive Coaching program is internationally-oriented both in terms of content and facilitators. Aimed at directors, high-potential managers, trainers, consultants and mediators, the program will enable them to fine-tune their skills and to assess and improve their methodology by choosing effective coaching tools for specific cultures. This is achieved through structured exchanges with facilitators whose varied experience guarantees a wide-ranging approach to coaching.

Global Executive Coaching – Training & Development will enable participants to:

- **Promote** greater synergy between personal development and business performance

- **Facilitate** change and the professional development of staff within companies
- **Enhance** mutual respect and foster ethical behavior between directors, managers and their teams.

Teaching is based on seven four-day modules over a period of one year. This method ensures that the group is given the necessary amount of time to acquire skills and to exchange with peers from different cultures. You will benefit from a wealth of input from experts, gradually enabling you to perfect your coaching skills. With this approach, the academic coordinators will be able to focus on the specific needs and issues of each participant.

Objectives

The program provides participants with the required know-how, expertise and tools to coach in an effective and reliable way in international organizations, from a theoretical, methodological, behavioral, ethical and cultural perspective. It also helps them to develop and enhance their coaching skills in English.

The program has been specifically customized to train and develop executive coaches operating in an international and multicultural context.

Throughout the 28-day program – which includes one year of additional professional practice between modules – three crucial aspects of coaching are examined in-depth:

- **Identifying** the key attitudes, methods and tools needed for executive coaching
- **Adopting** a humanistic and multicultural approach to acquire a greater understanding of people
- **Coaching** in international settings with success.

TARGET AUDIENCE

- Senior Managers
- High-potential Managers
- Human Resources Directors
- Trainers, consultants and mediators
- Executives who already carry out coaching assignments in French
- International Managers wishing to use coaching techniques with their teams.

Participants will, therefore, have the opportunity to:

- **Challenge** their methods with those of other coaches and facilitators, in a multicultural learning environment
- **Develop** their skills, questioning techniques and open-mindedness through structured exchanges with facilitators from complementary backgrounds
- **Benefit** from individual and team support provided by a number of international coaching experts and qualified coaches, including academic coordinators who are present throughout the program.



Program content

The facilitators may choose to adapt the content to meet the specific needs and challenges of participants.

Module 1

Acquiring the approaches and fundamental aspects of coaching

Regardless of previous individual coaching experience, it is crucial to develop efficient and safe coaching methods from the beginning of the course. In addition to the group inclusion, the module focuses on the following areas:

- Coaching - communication method, management style and activity
- Coaching process and interview
- Necessary skills for business coaching and basic concepts - welcome ritual, ability to listen, questioning techniques, reformulation, presence, empathy, setting, meta communication
- Rules, our overall approach to coaching
- Differences between coaching and management, consultancy, training and psychotherapy - specific nature and limitations
- Summary of coaching methods and tools
- Master the main techniques through hands-on training
- Preparing a coaching assignment, between modules, that all participants will carry out in a company, a non-profit organization or an NGO, with the tailored support and supervision of the facilitators.

Module 2

Identifying your resources - self-awareness and understanding other people

A coach's greatest asset is himself or herself.

The aim is to accompany your coachee and help him become simultaneously aware of his personal integrity, his relationship with work (work desire) and its relationship with the economic and psycho-sociological environment.

- Become an independent actor in a complex environment
- Use typological tools to identify a personal path to progress
- Affirm identity, autonomy, self-esteem and quest for meaning
- Learn how to communicate and negotiate more effectively
- Identify psychological projection and transfer phenomena
- Develop emotional competency and ontological security in order to strengthen self-confidence
- Stress and burn-out management.

Module 3

Acquiring in-depth knowledge of the key methods and tools of coaching

The study of coaching key methods and tools is split over several modules to enhance the learning process.

- Standard steps of coaching sessions - opening, contents, conclusion
- Individual versus operational and solution-centered coaching
- The duration of coaching and contracts - commercial, interpersonal and confidential aspects
- Systems theory (systemics) approach to look more closely at issues and understand the context
- Gestalt theory and transactional analysis to heighten awareness and handle conflicts
- Non-violent communication (NVC) and polarity integration
- Highlighting the importance of personal beliefs (Dilts)
- Rogerian approach to enhance active listening skills and empathy
- Jungian approach to master subconscious communication
- Intuition as a tool to quickly concentrate on what is essential and rely on gut feelings
- The art of storytelling to open up imagination and discover symbolism.



Module 4

Successfully coaching individuals

Coaches are experts in accompanying individuals through change.

This module goes deeper into the mastery of individual coaching assignments in order to reconcile the quest for efficiency and serenity, creativity and endurance.

- Develop personal strengths in an operational, international context
- Accompany transformations and stages of mourning in coaching
- View the different models of individual and collective change - role, approach and coaching tools for each stage of change, Hudson's Cycle of Change
- Master coaching - change management methodology and interface management
- Use a sociological approach to identify the position of the coach and how group interactions affect individuals
- Encourage creative input to enrich coaching and stimulate the cooperative search for new possibilities, the expression of emotions and identity, and the alternatives to verbal communication
- Explore coaching and philosophy.

Mock exam and draft summary report

A mock exam is carried out after 2/3 of the program has been completed. This enables participants to review and receive feedback on their progress and assess their familiarity with personal theoretical references and coaching session techniques, as well as benefiting from valuable input on their professional project.



Module 5

Mastering the specific cultural, sociological and managerial aspects of international coaching

Organizational aspects within international companies are changing rapidly - coaching therefore becomes a powerful development lever within organizations that commit to a sociological, cultural and systems theory (systemics) approach.

In this module, we focus on the specific nature of coaching in Anglo-Saxon, European, Asian and African environments, as well as in multinationals and SMEs. The experience and presentations of each facilitator enables participants to focus on coaching both difference and diversity. The highlight of this module is a **horse coaching** experience.

Module 6

Exploring team and organizational coaching

This module provides a synthesis of the content covered previously and relies on participants' experiences of group life.

Beyond fundamental values such as team spirit and a shared vision, team and organizational coaching accompany collective performance development and organization towards higher levels of awareness and responsibility. Above all, this specific area of coaching adapts itself to the type of team and organization, to the issues it faces, to its level of maturity and to its culture.

- Develop collective performance in terms of operational results
- Identify and improve collective processes - portrayals, team projects, contributions, practice, leadership, commitments - from competitiveness to cooperation
- Experiment stages of team development - inclusion, influence, opening
- Understand the crucial steps of a team coaching assignment and how it differs from team building, team facilitating and co-development
- Discover a specific approach for coaching in organizations, its setting and particular processes - team of coaches, duration, contracts and supervision.

Module 7

Professionalization and certification

This module validates all aspects of the previous modules and prepares the participants' return to their real-life.

The final module focuses on developing a professional activity as an international coach and is the final step to obtaining the certificate. It enables participants to concentrate on how to:

- Set up as coach - social and financial steps, business model, marketing, relationship to money, keys to success, personal branding, ethics, supervision, strategy, activity types, organization, particularities, HEC Paris network
- Succeed in selling your coaching services, gaining customers
- Understand markets and international coaching business models
- Lead and manage an international coaching project.

The certification has real added-value and completes the learning process.

The last module enables the academic team to evaluate to what extent the participants have developed their conceptual knowledge and improved their coaching session techniques. Each participant must write an individual research paper (identity, professional project, applied research methods), present an individual coaching assignment report and run a coaching session. They can choose to focus on issues they face in their current professional context, present a summary of the skills they have acquired or their personal commitment to coaching.

Learning Methods

- The interactive, experiential and modular structure of the program enables participants to gradually acquire the necessary skills and allows them to practice in the workplace.
- Between modules, participants coach in a company, a non-profit organization or an NGO, with the tailored support and supervision of the facilitators.
- Testimonials and practical input from experts in international executive coaching.
- Cross fertilization of ideas and sharing of professional experience.
- Participant workgroups are formed at the beginning of the course to reinforce autonomy and to provide additional opportunities to practice.
- The constant presence of two academic facilitators allows continuous adjustment of the program content to integrate the specific needs and challenges of each participant.



Faculty

Academic Director

Michel GIFFARD

HEC Paris Affiliate Professor, coach and trainer of coaches, founder of the HEC Paris School of Coaching in 2003, 20 years of management experience (including 7 years in West Africa). Author of *Coaché!* (Organisation, 2003), *Votre intuition au service du succès* (Presses du Châtelet, 2009), and *Coaching d'équipe, outils et pratiques*, (Armand Colin, 3rd Edition 2015, co-author Michel Moral).

Academic coordination and teaching is led by two HEC Paris Executive Education facilitators

Patrick DELAMAIRE

Academic Director of several Executive programs at HEC Paris, Associate Professor at Paris-Saclay University, 7 years of experience in coaching techniques, 16 years of business experience in international and multi-cultural organizations, research projects on the management of geographically dispersed teams.

Sara PONGILUPPI ELEUTERI

Italian consultant, facilitator, coach and change management expert, 20 years of experience in the NATO international environment working with multicultural teams. She has also developed and managed several international charity and resilience building projects.

More than 20 distinguished international business coaches share their insights and expertise during the program.



Practical Information

In order to ensure cohesion within each group, we check that the motivations and expectations of participants are in line with the program content.

Admission is based on the applicant's personal and professional maturity, international experience, level of English and desire to work with therapists.

All applications are subject to the approval of the Academic team after the completion of an application form followed by a telephone interview. Please note that applicants must be ready to fully engage in the program, to be predisposed to sharing and committed to making progress.

Each participant is awarded an HEC Paris Executive Coaching Certificate at the end of the program, provided that they have attended every module, consistently demonstrated their commitment and passed the final exam.

DURATION

Seven four-day modules, over one year (28 days).

LOCATION

The program is run at the Chateau of the HEC Paris campus which is located in a 118 hectare park, 25km from Paris. Participants have access to the campus library and sports facilities.

CONTACT

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A complete range of Certificate Programs



GLOBAL EXECUTIVE COACHING TRAINING & DEVELOPMENT

Delivered in English (28 days)

This new program, presented in the brochure, is designed in English to meet the strong demand from business professionals and consultants wishing to offer their coaching services to companies across the world. The program is internationally-oriented both in terms of content and speakers.

Global Executive Coaching – Training & Development will enable participants to:

- Promote greater synergy between personal development and business performance
- Facilitate change and the professional development of staff within companies
- Enhance mutual respect and foster ethical behavior between directors, managers and their teams.

EXECUTIVE COACHING TRAINING & PRACTICE

Delivered in French (30 days)

This program has been specifically designed for professionals who are new to coaching - human resources managers, managers wishing to coach their teams, change management consultants and trainers, beginner coaches, personal growth specialists and mediators.

Executive Coaching - Training & Practice will enable participants to:

- Encourage synergies between personal development and business performance
- Facilitate the evolutions of staff and change within the company
- Meet the need for mutual respect and ethics between managers and their teams.

EXECUTIVE COACHING EXPERTISE & MASTERY

Delivered in French (22 days)

This program is aimed primarily at qualified practitioners of individual and collective coaching. The latter will be able to develop their skills and assess and improve their methods through structured sessions with facilitators whose varied experience guarantees a wide-ranging view of coaching.

It is particularly aimed at senior executives, high-potential managers, human resources directors, mediators, coaches, trainers and consultants with a coaching qualification. Tuition is based on seven modules over nine months. This ensures that skills are fully acquired and that time is allocated to exchanges between peers from different cultures. The program ensures a wealth of input from experts, gradually enables you to perfect your coaching skills and integrates the specific issues of individual participants.

EXECUTIVE TEAM COACHING

Delivered in French (15 days)

A successfully run team depends on both complex and random processes. A deciding factor in this success is the team members' ability to improve their joint collaboration in order to obtain more reliable end results. Team coaching is the indispensable partner of individual coaching as it moves collective performances towards increased understanding and responsibility. In order to successfully carry out their mission, team coaches must adapt to the type of teams, its concerns, degree of maturity and culture. The team coach must also encourage each team member to contribute to the development of collective intelligence.

The program is designed for qualified individual coaches and experienced senior corporate change management specialists - HR directors, consultants and trainers - who wish to perfect their collective team and group coaching skills.

EXECUTIVE ORGANIZATION COACHING

Delivered in French (15 days)

Companies are currently facing ever increasing levels of complexity and competition. They not only need to be efficient and effective, they also have to be sustainable, agile and function as learning environments. Organization coaching is most often carried out by teams of coaches, trainers and consultants. It applies a process which has been designed to adapt to each situation in order to contribute to developing the organization's self-awareness, thereby making it more autonomous, responsible and creative.

The program is designed for qualified individual and team coaches and experienced senior corporate change management specialists - HR directors, consultants, trainers - who wish to develop their collective team and group coaching experience.





EXECUTIVE EDUCATION

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