



**Co. Wexford Education Centre, Kilkenny Education Centre and  
Waterford Teachers' Centre in association with CoachAcademy PLUS  
are delighted to offer**

## **Coaching Skills for School Leaders**

**QQI Level 6 Certificate in**

**Professional Coaching Practice and Ethics**

(Specialising in Educational Leadership Coaching)

*A unique one-year part time training programme designed for School Principals, Deputy Principals, Assistant Principals and Aspiring School Leaders*



The programme is endorsed by the Centre for School Leadership (CSL), certified by Quality and Qualifications Ireland (QQI) and accredited by the Association for Coaching (AC)

**Dates: 24 Wednesday Evenings, 6.30pm to 9pm, September 29 2021 to May 11 2022  
4 Saturdays, 9.30am - 4.00pm**

**Programme Delivery:** The programme will be delivered through Live Virtual (Zoom) Learning Sessions

*Engage live with programme facilitators and peers just as you would in a face-to-face learning environment*

There may also be an option for participants (if they so wish) to participate in some face-to-face training workshops in the Education Centre.

**Places Available:** 18

**Programme Fee:** €1950 - (€50 with Application Form, €950 due July 16 and €950 due on February 10. CoachAcademy PLUS will contact you to process balance of payments)

**Application Forms available online on the Waterford Teachers' Centre Website**

**Closing date for completed Application Forms is Friday, 28<sup>th</sup> May 2021**

## ***Leadership Coaching Programme Schedule 2021/22***

**Module 1: Leadership coaching in schools – Coaching Principles and Ethics**

**Module 2: Developing the School Leader Coaching Mindset and Skills**

**Module 3: Applying the coaching skills and professional reflective practice**

**Module 4: Coaching Models of Practice for the School Context**

**Module 5: Coaching and the ISM Team**

Coaching is becoming increasingly important in organisations across many sectors. Whether you are seeking to introduce a coaching culture to your school or striving to unlock the potential of your staff, this programme will equip you with the effective coaching techniques and skills to succeed. You will enjoy a powerful and practical learning experience.

In our world of increased demands and expectations of school leadership roles we often experience pressure, leading to:

- Overwhelm
- Anxiety
- Stress

It's amazing how quickly these responses become the norm and we just accept this as a way of life.

We are offering a practical, skills based programme to equip you with some of the key skills necessary for effective leadership in your school environment and to support and resource your CPD in a real, practical and relevant way.

The Leadership Coaching programme content and skills respond in a relevant and practical way to the guidelines prescribed in the four domains of the Quality Framework for Leadership and Management from the Department of Education and Skills (2016) publication, *Looking at our School*.

## ***Learning Objectives***

On this Coaching Skills Programme you will:

- Discover new ideas in learning and behavioural change based on recent neuroscience research, indicating the value of coaching for leaders.
- Examine cases and situations where coaching would be most useful in your school
- Determine how to blend managing with coaching for the most beneficial results.
- Develop your self awareness, presence, and resourcefulness as a school leader coach
- Achieve a high level of self regulation, empathy and compassion
- Learn models of coaching most useful for developing people's thinking as well as solving problems and facilitating change and development
- Practice using coaching in a variety of leadership situations e.g. with staff, parents and students
- Engage in constructive conversations
- Listen with intent and communicate more effectively
- Use powerful questions to influence thinking
- Make requests and acknowledge achievements and best practice
- Delegate with ease and confidence
- Design action plans
- Establish agreements and commitments
- Monitor and facilitate progress through validation, support, encouragement and sharing constructive feedback

- Manage your emotional state to respond effectively to everyday challenges and uncertainty
- Explore the concepts of ethical and professional practice as a leader coach and appreciate the importance of reflective practice
- Build confidence and appreciation of your own leadership coaching style through repeated practice and constructive feedback from our learning facilitators and fellow participants.
- Become more resilient and agile in your school leadership role

## ***Training and Learning Methodologies***

The course is interactive, combining a balance between coaching theory and practice. Participants will be encouraged to learn *by doing* and to continuously *reflect* on new learning experiences. Continuous reflective practice will enable coaching perspectives and skills to be firmly embedded in the school environment.

The programme facilitates experiential learning, giving participants opportunities to practice new skills and discuss how to integrate the skills into the scenarios they regularly face in the school environment.

A wide and varied range of blended training / learning methodologies will be used, e.g. live online coaching demonstrations, discussion groups, peer coaching practice sessions, observed coaching sessions with constructive feedback and online learning and e-Learning.

We firmly believe that one of the most important dimensions of the coach training process is the *continuous personal and professional development and transformation* of the course participant. Therefore, we encourage and support participants to:

- ◆ Become more self aware and Practice non-attachment
- ◆ Make more conscious choices daily
- ◆ Develop a positive mental attitude about self, others, life and work
- ◆ Live with ambiguity and uncertainty
- ◆ Be more centred, resilient, flexible and agile

## ***Assessment Procedures***

- a) Peer coaching practice
- b) Coaching skills practice in the school environment
- c) Reflective essays
- d) Coaching Skills Demonstration
- e) Reflective Journal

## ***Some Testimonials from Programme Participants***

*Taking part in the Leadership Coaching Skills Programme has been extremely beneficial and transformative for me – both professionally and personally. The skills developed have given me confidence in my abilities, enabled me to identify my strengths and empowered me to strive towards my goals. The course has also challenged me to examine decisions made as well as my interpersonal skills. I have learned techniques to manage and navigate challenging situations, empower, develop and challenge others and forge and maintain relationships. Since beginning this course, I have renewed energy, focus and enthusiasm in my leadership role.*

**- Mary Hayes, Primary School Principal**

*Wonderfully facilitated over Zoom by Noel and Elizabeth, a safe virtual learning space was created with a surprise element of convenience as Zoom negated the need to travel which allowed us to blend the course into our lockdown lives.*

*Continual encouragement to bring our learning to life in the workplace motivated keen interest throughout. Practical and skill focused in essence with content which sparked vitalizing awakenings... this the most engaging and personally fulfilling course I have had the pleasure of being part of to date.*

**- Sinéad Keenan Primary School AP1**

*In this very difficult year Coaching Skills for School Leaders has had a very positive impact on me. This course is a journey of professional and personal growth. The skills I have developed have given me confidence in my abilities and my daily interactions with staff, students, and parents. After every session you are ready and equipped to try out a new skill and see the value in it. Completing the course via zoom made for easy access, no traffic delays and a safe space for conversations and skills to be practiced. I would highly recommend it to all current and aspiring school leaders who are interested in building positive relationships and developing themselves.*

**- Claire Cunningham, Post Primary AP1**

*Participating in the 'Coaching Skills for School Leaders' course (QQI Level 6) is an enriching and growing experience for me. Not only the course itself but also the additional elements to it like the development of key skills through role-play and other practical elements. I would highly recommend this course to people who are genuinely interested in building positive professional relationships and developing themselves in their professional and personal lives.*

**Donal Cahir, Post Primary Deputy Principal**

*This course has provided me with skills that I will use throughout the rest of my career as teacher and principal. I have learned skills that will be extremely useful on a daily basis e.g. listening, building rapport, summarising, questioning and reflecting back. I have already used many of these skills in my encounters in school life, which has had a positive impact. I think that teachers / principals need to develop the aforementioned skills as the management of relationships in schools can provide the biggest challenges for leaders.*

*What makes this course different to other courses that I have done is the practical nature of it. This makes it extremely engaging and enriches the learning. This ensured that the skills I learned about have been firmly embedded in my practice.*

*The engagement with other teachers / school leaders on this course has also generated huge learning opportunities. Also through practising the skills of coaching and being coached it has clearly demonstrated how powerful it is as a leadership skill. It provides space for the coachee to work through difficulties and challenges. Engaging in coaching practice has visibly decreased professional pressures for me this year.*

*I have recommended this course to several principals I have met this year at other CPD courses.*

**- Ann Lynskey, Primary School Principal**

*In these challenging times in the world of education, the **Coaching Skills for School Leaders** course has had such a positive impact on my daily interactions. The course is particularly relevant to a school context and the various relationships that exist there...students, parents, colleagues, etc. In an era when mental health and wellbeing are in the spotlight, teachers are not always considered. This course gives a positive mix of theory and, more importantly, practical skills and tools to navigate the often, difficult conversations we have in our professional lives.*

*The practical element of the course increased my self-confidence, especially in my roles as a Year Head, a member of the Student Support Team and a member of the Professional Support Team in the Droichead Process. I feel better equipped now when engaging with all stakeholders.*

*As a result of my participation in this course I have the tools with which to improve my relationships, even those that are more challenging, leading to a much more positive working environment.*

*Transformational leadership is valued in the school context, and this course equips participants with skills and knowledge to guide and lead others to be better versions of themselves, while simultaneously valuing themselves and their impact on the workplace.*

**- Claire Culligan, AP1 in Post Primary School**

*This is an excellent course- it has proven to be a reflective journey, both personally and professionally. It has equipped me with the language, skills and confidence to empower the stakeholders I work with on a daily basis in my role as principal teacher.*

**- Cathy Lyons, Primary School Principal**

*The wealth of experience that Elizabeth and Noel bring to our sessions has ensured that I feel I am being well guided on this my first introduction to Coaching. It has provided me as an Assistant Principal 1 with professional learning that I can put into action in my own school quite quickly after our sessions. As a result, I feel that the level of professional support that I have been able to provide to students, parents, teachers and school management has been enhanced as a direct result of the learning opportunities this course has given me.*

*As Coordinator of our Teaching, Learning and Assessment team I have encouraged my colleagues to view our School Improvement Plan as a tool for capturing the possibilities for high quality professional learning that they feel will help to improve the learning experience of our students, rather than just a checklist for a policy that sits on a shelf.*

*We strive to work as a listening school, which provides opportunities for each of the stakeholders to meaningfully share their voice. This course has developed my coaching skills to ensure that those voices are heard and that I can support them towards finding their own solutions for the improvement of our school.*

**- Justin O'Connor, API in Post Primary School**

*I would highly recommend the Leadership Coaching Course for all school leaders and to aspiring school leaders. The experience to date has been a very beneficial and positive one for me not only in terms of continued professional development but also the influence it has had in how I conduct my interactions with people both in my professional and personal life. The course has given me the opportunity to discover and utilise skills that I had within myself that had been lying dormant up until now.*

*The journey of self-discovery gives you the belief in your own abilities and equips you with the necessary approaches and skills in how to best utilise such abilities in your day-to-day responsibilities as a school leader. I have seen notable improvements in how I have handled challenging situations within my role in school with staff, parents and the children. The course has heightened my awareness and given me a greater understanding of people and their behaviours as well as liberating me as a leader in the understanding that I can only control my own actions.*

**- Jane O'Leary, Primary Deputy Principal**

*The Coaching Skills for School Leaders programme has given me a fresh approach to principalship. I've learnt new communication and management skills that are immediately transferable to my school. I am more far more confident and resilient in dealing with the challenges of school leadership. The course is very practical and tailored to meet the needs of school leaders. I would highly recommend it for all current and aspiring school leaders.*

**- Kevin Clohessy, Primary School Principal**



## ***Training Programme Facilitators***

### **Noel Brosnan M. Phil., M.A., OMAC**



Noel has a growing reputation for facilitating practical and relevant coaching programmes which result in significant behavioural change, growth and development for managers / leaders, employees, teams and organisations.

*He is proud of his interactive and engaging coaching style, which helps maximise learning, skill development and behavioural change.*

Noel is always conscious of creating a safe learning environment for clients, built on trust and openness. His intention is to keep theory and practice simple and build awareness and learning one-step at a time. Noel's coaching process is based on '*brain friendly*' methodologies, which incorporate some of the latest developments in neuroscience and positive psychology.

Noel has engaged in over 1500 hours of 1:1 coaching. He has coached leaders in the health, pharmaceutical, financial and education sectors on leadership, change management, organisational goal setting / planning / implementation, delegation, team development, communication, performance reviews, conflict resolution, employee induction and engagement, well being and resilience.

He is privileged to have served a wide variety of organisations and companies including: The Department of Education and Skills, Bord Iascaigh Mhara, Hibernia College, GE Healthcare, Glanbia, AIB, Bank of Ireland, Crest Solutions and Stryker.

As a former teacher and member of a Post - Primary School Board of Management, and having coached Principals and facilitated workshops for students, parents, SNAs and teachers over the last 15 years, Noel has an in-depth understanding and appreciation of the challenges experienced by School Leaders on a daily basis

## **Elizabeth Garry Brosnan M.A., OMAC**



As a business and executive coach for 15 years, Elizabeth coaches senior leaders from across all sectors including education, business, community and corporate.

Having coached numerous Principals, Elizabeth has an intimate knowledge of the changing school environment and supports Principals to develop their leadership capacity and to prioritise and act on the important over the urgent. Key outcomes of her coaching include:

- Greater work-life balance
- More focused attention and productive use of time resulting in less overwhelm
- Increased confidence and belief in own ability
- More delegation and less micro management
- More effective strategies for dealing with conflict
- Increased skills to have the challenging conversations
- More effective communication systems

Elizabeth also has vast experience in the areas of team building and in-depth knowledge of working with Boards of Management.

She empowers Principals in a confidential, supportive and trusting environment, to harness their strengths and learn new and effective ways of dealing with emerging and recurring issues.

Elizabeth has coached people in the following areas with excellent outcomes for the clients:

- Primary and Post Primary school Principals
- Home school Community Liaison Officers (Training & Coaching)
- Teacher Summer Courses - managing challenging behaviour in school
- Limerick Institute of Technology
- Presentation Brothers Anglo Irish Province
- Presentation Ireland