



Association of Coach Training Organizations

A dynamic community of peers on the leading edge of training excellence and innovation

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What specific theorists have contributed to your coach training philosophies?

The Association for Coaching is engaged in the development of coaching as a style of management in organizations. We see coaching as a new management concept, based on principles of self-steering. The theoretical basis of the organization is formed by Willem Verhoeven's books 'Managen zonder hiërarchie' (Managing without a Hierarchy, 1991), 'De manager als coach' (The manager as a coach, 1993) and 'De dynamiek van coaching' (The dynamics of coaching, 1995).

The Manager as Coach - In this book he shows how to get things done through organizations and through people. This book was included in the Top 15 of management books of the 20th century by Intermediair (Dutch management magazine) as the only Dutch book. Verhoeven is a technical engineer. Even though Willem Verhoeven has always been working with leadership and organization questions, the book 'The manager as coach' has turned the spotlight onto the subject 'coaching'. Verhoeven was one of the first to see coaching as an important management style and an important tool to help improve business results. His books have been translated into management and coaching workshops, given throughout the Netherlands in the last 15 years.

The TROA model - Among other things Willem Verhoeven developed the TROA model, a Dutch counterpart of the GROW model developed by Sir John Whitmore. The TROA model can be applied practically for interventions as a leader. TROA stands for Future, Reality check, Option development and Actions (*Toekomst, Realiteitstoetsing, Optieontwikkeling, Acties*). Awareness and responsibility are two key factors of throughout the process. It is about improving and stimulating people to get involved in the work process.

What delivery method does your program use? (E.g. Face to Face, Virtual)

- Face-to-face class courses
- Intervision/Supervision
- Observed sessions
- Study of literature
- Reflection on practice

How many participants are in a program?

Every year there are about 100 participants in the program. Each group consists of 6 to 12 participants.

What are the foundational core competencies that your program supports?

The program is based on the core competencies of the ICF and the EMCC.

Who are your students?

Our students can be self-employed, coaches, executives, trainers, advisors, staff officers, school leaders, doctors etc..

What philosophy(s) does your program use for the personal development of coaches?

Coaching is a style of management that does not call on dependence, but on initiative, creativity and autonomy; a style in which autonomous self-steering individuals give form to cooperative models in order to achieve the best collective results. Managers and employees become partners in the workplace, and

they all have their own specific contribution to the whole. Coaching is the style of management in which equal value is central and the manager-coach is oriented towards supporting self-steering groups or individuals. The traditional role of the manager, characterized by planning, organizing, co-ordinating, and controlling has ended.

The role of the employee is changing too. The ideal employee used to be a willing servant. But these days, every employment advertisement is full of words like creativity, initiative, autonomy, entrepreneurship. Coaching is oriented towards three aspects: creating processes of self-steering, improving achievements and stimulating processes of self-development.

In modern life, there is a big increase in mutual dependence. The one who succeeds best in developing cooperative teamwork will get the best results. It is about win-win strategies. In management, shaping this intersection between autonomy and mutual dependence is essential. That is the task of the manager as a coach.

By coaching we also mean somewhat more than coaching employees. The manager does not just coach his employees, but also creates a culture for coaching. Here, coaching starts to involve things like rewards and job evaluations, structuralization of the organization, systems of evaluation etc. It is a managing activity through which the work climate, the environment and the context are created in which individuals and teams are being enabled to achieve results and develop further.

What do you do to support your students to determine the ROI of a coaching relationship?

Passing on information regarding opportunities.

Everyone must do a practical test and an examination where they must present a "case". Showing they have understood the coaching process.

What kind of support, if any, does your program offer to your learners in developing a coaching business or managing an internal coaching program?

A few times a year we organize sessions for ex-students. We are always available to answer questions.

What, if any, are the prerequisites for a student to enter your program?

- Minimum age of 30 years
- University level capacity
- Willingness to reflect on their own practice

What else do you want us to know about your program?

The quality of the program is reviewed by ICF every three years.

The customer satisfaction is examined by an independent research firm every two years. We are happy to show you the results.