Know Your Brain: Transform Your Performance

Tuesday 1 December 2009
Doltone House, Pyrmont
Sydney, Australia
Know Your Brain: Transform Your Performance

Your brain is the key to your performance. Isn’t it time you really understood it?

Revolutionize the way you live and work through having a better understanding of what’s happening in your brain. David Rock’s ground-breaking new book, released last month!

Order now!
www.your-brain-at-work.com

“Simply put, this intriguing book offers fascinating research about the brain’s functions, limitations and capacities, and it teaches us how we can “direct” our own brain chemistry in order to achieve fulfillment and success. Well worth reading and ingesting these skills.”

Stephen R. Covey
Author, The 7 Habits of Highly Effective People

Learn more about the book at www.your-brain-at-work.com
David is the founder and CEO of Results Coaching Systems (RCS), which has operations in 15 countries. RCS helps Fortune 500 clients embed internal coaching capacity to develop leaders, retain talent and improve performance. Over 10,000 professionals have gone through coaching programs he developed.

David is the author of *Personal Best*, (Simon & Schuster, 2001), *Quiet Leadership* (Harper Collins, 2006) and *Coaching with the Brain in Mind* (Wiley & Sons, 2009), and *Your Brain at Work*, released in October 2009.

As well as running RCS, in 2007 David coined the term ‘NeuroLeadership’ and co-founded the NeuroLeadership Institute, a global initiative bringing neuroscientists and leadership experts together to build a new science for leadership development. He co-edits the NeuroLeadership Journal and heads up an annual global summit.

Academically, David is on the faculty and advisory board of CIMBA, an international business school based in Europe. He also co-created a complete coaching certificate program at New York University (SCPS) and is a guest lecturer at universities in five countries including Oxford University’s Said Business School. He is currently completing a doctorate in the Neuroscience of Leadership, and lives between Sydney and New York City.
About us

Our purpose:
Making a bigger difference

We believe we must:
- Make a difference through everything we do
- Collaborate for sustainable relationships and results
- Continuously innovate and grow
- Allow simplicity to be our guide

Corporate initiatives
We specialise in embedding coaching cultures within organisations to develop leaders, retain talent, improve performance, and change culture. We are one of the world’s leaders in building internal coaching capabilities, having run over a hundred projects covering thousands of executives. We focus on:
- Building coaching skills in managers
- Designing and installing complete internal coaching systems

Public programs
We are one of the world’s largest providers of coach training programs, and are fully accredited by the International Coach Federation. Our suite of 11 high-impact coach training programs enable lasting behavioural change and have been delivered to more than 8,000 professionals worldwide.

What’s unique about Results?
1. Speed of measurable results
   For those wishing to become coaches, coaching clients and organisations seeking change
2. Our brain based approach to coaching
   A scientific theory base for how and why coaching works, based on contemporary neuroscience
3. Scalable coaching frameworks and methodology
   Coaching systems that can be applied to one-on-one coaching, groups and wide scale initiatives within organisations

For more information about Results, please contact an RCS Representative in your region:

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Email: au_sales@resultsoaches.com

Brazil
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Email: br_sales@resultsoaches.com

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www.resultsoaches.com
# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>About David Rock</td>
<td>iii</td>
</tr>
<tr>
<td>About Results Coaching Systems (RCS)</td>
<td>iv</td>
</tr>
<tr>
<td>RCS Turning Coaches into Managers</td>
<td>2</td>
</tr>
<tr>
<td>Slide Presentation/Notes</td>
<td>3</td>
</tr>
<tr>
<td>NeuroLeadership Institute Post Graduate Certificate in The Neuroscience of Leadership</td>
<td>27</td>
</tr>
<tr>
<td>Program Information</td>
<td></td>
</tr>
<tr>
<td>Expression of Interest form</td>
<td>28</td>
</tr>
<tr>
<td>Notes</td>
<td>29</td>
</tr>
<tr>
<td>NeuroLeadership Institute Membership form</td>
<td>35</td>
</tr>
<tr>
<td>JOURNAL and Summit Recordings order form</td>
<td>36</td>
</tr>
<tr>
<td>2010 Summit dates</td>
<td>37</td>
</tr>
<tr>
<td>RCS Intensive Coach Training Program</td>
<td>38</td>
</tr>
<tr>
<td>RCS Further Development Programs</td>
<td>40</td>
</tr>
</tbody>
</table>
Results Coaching Systems is an Australian based, international coaching and consulting firm. Fully accredited by the International Coach Federation, we have delivered training since 1998 to more than 8,000 individuals and facilitated over 150 workplace projects within organisations.

Selected by several Fortune 100 organisations as their provider of choice, Results Coaching Systems brings coaching into organisations, transforming the dialogues that sit at the heart of corporate culture.

**Our Specialties:**
- Applying cutting edge neuroscientific principles to the art of leadership
- Building coaching skills in managers and leaders
- Developing teams of certified internal coaches
- Providing executive coaches to organisations

**Our Clients include:**
- Citibank
- Electronic Data Systems (EDS)
- Ericsson
- HSBC
- IAG Insurance
- IBM
- Origin Energy

Call Results now for a free consultation on **1300 662 144** or visit **www.resultscoaches.com** to learn more.
Your Brain at Work
FUNDAMENTALS WORKSHOP

SLIDE PRESENTATION
Four surprises

1. The rational is overrated
2. We’ve got emotions backward
3. Social issues are primary
4. Attention changes the brain
Working memory

Versus

Hardwiring

Needed for understanding, deciding, remembering, inhibiting

Minimal effort needed, massive capacity, parallel, hard to distract

Working memory limitations

Energy intensive

Serial

Small

Fussy

Notes
Working memory limitations

“We have a limited bucket of resources for activities like decision making and impulse control, and when we use these up, we don’t have as much for the next activity.”

Dr. Roy Baumeister
Attention as a limited resource

If you truly respected attention
as a limited resource,
what might you do differently?

Challenge 2: Most problems aren’t solved rationally

In the lab, 60% of problems are solved
in a way that people can’t explain
The four faces of insight

1. Awareness
2. Reflection
3. Insight
4. Action

Rock (2006)

Notes

The four faces of insight

1. Awareness of a dilemma

We focus on conflicting maps that have not been able to be reconciled.
The four faces of insight

2. Reflection

By EEG: Alpha band waves arise, signifying external stimuli being shut out of the senses to focus on internal processes.

Notes
2. Reflection

‘Inhibition’ of thinking required

• Tell someone what not to think: +5%
• Give someone clues: +8%

Ohlsson (2004)

Time flies like an arrow...

1. Time moves swiftly in one direction

From Steven Pinker’s ‘The Language Instinct’
3. Insight

By EEG: Sudden burst of gamma band activity, associated with complex cognitive processing. Represents a change in internal circuitry.

Change a letter and a meaning

Caterpillar
The color you turn finding half a worm in fruit you're eating.

Decafalon
The grueling event of getting through a day consuming only things that are good for you.

Dopeler Effect
The tendency of stupid ideas to seem smarter when they come at you rapidly.
3. Insight

- Adrenaline-like substances are released
- Dopamine-like substances are released

4. Action

- Insight brings short term urgency for action
- Action increases attention density
- Attention density deepens new connections
Where do insights come from?

“…variables that improve the ability to detect weak associations may improve insight solving.”

Mark Beeman,
NeuroLeadership Journal, Edition 1

Anxiety by Insight Interaction

Number Solved

Insight No.
Non Insight No.

Low STAI Medium STAI High STAI

Anxiety (defined by STAI)
Four surprises

1. The rational is overrated
2. We’ve got emotions backward
3. Social issues are primary
4. Attention changes the brain
The skittish limbic system

Bad is stronger than good

Notes
**Limbic threat response**

- Psychological = physical threats
- Generalizes more
- Errs on the side of pessimism
- Impacts working memory

---

**Emotional regulation**

- Expression
- Suppression
- Cognitive change

---
Emotional regulation

Suppression

- Same or more arousal
- Bad memory
- Others uncomfortable

Cognitive change

- Less arousal
- No change to memory
- No affect on others

How to stay cool...

1. Labeling
2. Reappraisal
3. Mindfulness
Put on the brakes

Ventralateral Prefrontal Cortex

Emotional regulation

Labeling

*We predict it will make things worse*

*Actually reduces arousal*
Emotional regulation

Reappraisal

Needed for strong emotional hits

Involves changing your appraisal of events

Suppression

Reappraisal

Optimism

Environmental Mastery

Positive Relationships

Life Satisfaction

Gross (2005)
Mindfulness

- MAAS by Kirk Brown
- Tang study
- ‘Farb’ paper

Free Will vs Free Wont

Brain signal  

Desire to move  
Voluntary Movement

Veto power

0.3 sec  0.2 sec

Half a second

Libet (1983)
Four surprises

1. The rational is overrated
2. We’ve got emotions backward
3. Social issues are primary
4. Attention changes the brain

Status
Certainty

The brain is a prediction machine.
Uncertainty arouses the limbic system.

Autonomy

The brain likes to be able to predict and have a say in the future.
A feeling of having a choice dramatically impacts stress levels.
Relatedness

Friend or foe
Trust or distrust
Connect or don’t connect

Foe is the default

Fairness

Brain regions associated with primary rewards – food, pleasant touch or pleasant memories, money, a picture of a loved one - those same regions were active when people received fair offers, compared to unfair offers of equal level.

Golnaz Tabibnia, UCLA
The deeply social brain

Four surprises

1. The rational is overrated
2. We’ve got emotions backward
3. Social issues are primary
4. Attention changes the brain

Notes
The biggest surprise…?

Know your brain = Ability to label experiences

Language for experience = integrated brain

Integrated brain = maximally adaptive

Resources

Books:
Quiet Leadership - David Rock (Collins, 2006)
Coaching with the Brain in Mind - Rock & Page (Wiley, July 2009)
Your Brain at Work - David Rock (Harper Business, October 2009)

Other resources:
www.NeuroLeadership.org - summit, graduate certificate, journal
WorkplaceCoaching.com - brain-based coaching programs
DavidRock.net - blog, interviews, audio, articles, research

Contact: davidrock@workplacecoaching.com
Neuroscience of Leadership

Announcing the first ever offering of a Post Graduate Certificate in the Neuroscience of Leadership, the only program awarding a post graduate certificate in this field. The program is designed for change agents, learning professionals, educators and academics who want to understand the latest science of the brain and how it can improve human and organizational performance. It connects the fields of leadership development and neuroscience in a science-based, action learning framework.

The program will be delivered virtually to meet the needs of working adults.

The coursework focuses on the topics of Decision Making and Problem Solving, Emotional Regulation, Collaborating with Others, and Facilitating Change.

The foundational coursework in brain science will be led by neuroscientist Dr. Dan Radecki and is supported by guest lecturers who are experts in relevant neuroscience fields. Participants will apply their learning of neuroscience in existing work, projects, and programs.

These action learning segments may be applied across a variety of realms such as corporations, consulting or coaching practices, public sector practices, community programs and educational settings.

www.NeuroLeadership.org

2010 Program key dates

Mid March 2010 Intake
Applications due: 15 February 2010

Mid September 2010 Intake
Applications due: 15 August 2010

Modules

1: Decision Making and Problem Solving
2: Emotional Regulation
3: Collaborating with Others
4: Facilitating Change

Post Graduate Certificate in
The Neuroscience of Leadership

Awarded by Middlesex University in affiliation with PDF and the NeuroLeadership Institute
Program details

This 12 month program is conducted in the comfort of your office or home via virtual lectures and weekly 90 minute classroom sessions, delivered by telecalls with course materials. Learning pods (small groups) will be utilized for class case studies and applied learning modules.

Each of the four modules lasts for three months, with ten telecalls over ten weeks, and three additional weeks for assignments and self-study.

The timing of calls for programs are based on the level of interest from different regions.

The program is delivered in partnership with Results Coaching Systems, using their 12 years’ experience in high-impact virtual education. David Rock oversees the architecture of the program and Results Coaching Systems senior trainers support the learning process.

Participants are able to register for the entire 12 month program at US$10,000 when booked and paid for upfront, or a module at a time at US$2,750 per module.

Upon successful completion of the program, students will be awarded a Post Graduate Certificate in The Neuroscience of Leadership from Middlesex University (www.mdx.ac.uk) in affiliation with the NeuroLeadership Institute.

Express your interest now!

To be kept informed of up coming programs express your interest in one of the following ways:
- online at www.NeuroLeadership.org, click on Post Grad Certificate and then “Express Your Interest”
- Complete this form and hand into the registration desk at the Summit

Name:
Position: Company:
City/Suburb: Country:
Phone: Email:

☐ I am 100% planning to attend and would like to formally reserve a place in the:
  ☐ March 2010 Program  ☐ September 2010 Program

☐ It is quite likely that I will attend but am not ready to reserve a place
☐ I am thinking about attending but am not sure yet
☐ I may attend a later program
The institute is a network of individuals and organizations seeking to get involved in the neuroscience of leadership field.

**Membership**

Members includes the following groups:

A. **Corporations who wish to:**
   - Participate in sponsoring or organizing research
   - Understand how to apply various research insights

B. **Individuals (scientists and practitioners) who wish to:**
   - Design and discuss the field
   - Keep up to date with developments and research
   - Get involved in designing research
   - Collaborate with others interested in this field

C. **Students who wish to:**
   - Further understand the field
   - Keep up to date with developments and research

**Membership form** (Please complete and fax sheet to +61 (0)2 8915 1501, scan and email to info@NeuroLeadership.org or complete online at www.NeuroLeadership.org)

**Personal details**

Name: 
Position: 
Organization: 
Address: 

City/Suburb: 
Zip/Postcode: 
State: 
Country: 
Contact phone: 
Email: 

**Membership options**

☐ **Corporate membership** US$10,000
   Includes individual membership for 10 executives.
   Corporate membership includes being listed as an official sponsor of the Institute on Institute collateral.

☐ **Individual membership** US$195

☐ **Student membership** US$95 (Please provide a copy of your Student ID.)

Student ID no: 
University name: 

**Payment options**

☐ Credit card ☐ Cash ☐ Check* ☐ Direct Deposit**

☐ Please debit my credit card in the amount of US$: 

Card type: ☐ Visa ☐ Mastercard ☐ AMEX ☐ Other

Name on card: 
Card number: 
Exp date: 
Signature: 

* Please make checks payable to: NeuroLeadership Institute, GPO Box 395, Sydney NSW 2001 Australia 
** Contact us at info@NeuroLeadership.org for bank details.

**General benefits**

Joining the NeuroLeadership Institute will give you the following benefits for 1 year:

- A subscription to the NeuroLeadership Journal*
- Access to member’s online forum
- Opportunity to lead a Local Interest Group (Attendance at a Summit also required)
- Access to quarterly briefings about the neuroleadership field, delivered by teleconference and recorded for members
- Reduced cost for attending future Summits
- 10% Discount on any Institute merchandise, including DVD and audio recordings and other publications
- Right to use the phrase ‘Member, NeuroLeadership Institute’

* Most current edition of the NeuroLeadership Journal at time of joining the Institute

www.NeuroLeadership.org
NeuroLeadership JOURNAL

Order your copy of the NeuroLeadership JOURNAL now!

This JOURNAL provides an outlet for research and discussion about the application of neuroscience in the field of leadership and leadership development. The JOURNAL is in three sections: research, which involves presenting new science and models at the heart of the field; notes, which involves discussion about the field; and case studies, presenting examples of NeuroLeadership insights being applied in organizations.

There are papers covering a wide range of the field, across the four areas of interest: decision-making and problem-solving, emotional regulation staying cool under pressure, collaborating with and influencing others, and facilitating change.

Summit Recordings

If you missed the summits and would like to catch up or would like to review what you learned from these insightful leaders, a selection of products are now available for purchase (see order form below).

Order form* [Please complete and fax sheet to +61(0)2 8915 1501, scan and email to info@NeuroLeadership.org or complete online at www.NeuroLeadership.org]

Personal details

Name: 
Organization: 
Address: 
City/Suburb: Zip/Postcode: 
State: Country: 
Contact phone: Email: 

Order details

NeuroLeadership JOURNAL one year subscription


NeuroLeadership Summit Recordings

☐ 2007 Asolo DVD US$295 2007 NeuroLeadership Summit Asolo, 14th–16th May: Set of 6 DVDs
☐ 2007 Asolo USB US$195 2007 NeuroLeadership Summit Asolo, 14th–16th May: Session Audio USB
☐ Summit Special 3 USBs US$500 Select any 3 USBs from the 4 Summits [Save US$85] [Available only at the 2009 NeuroLeadership Summit]

Payment options [ ] Credit card [ ] Cash [ ] Check** [ ] Direct Deposit***

☐ Please debit my credit card in the amount of US$ Card type: [ ] Visa [ ] Mastercard [ ] AMEX [ ] Other

Name on card: 
Signature: 
Card number: 
Exp date: 
CVC: 

* JOURNAL and Recordings only. See reverse for Membership options.
** Please make checks payable to: NeuroLeadership Institute, GPO Box 395, Sydney NSW 2001 Australia
*** Contact us at info@NeuroLeadership.org for bank details.
2010 NeuroLeadership Summit

Breaking new ground in our capacity to improve thinking and performance

Boston, USA
October 25 – 29

For further details email summits@NeuroLeadership.org or visit:
www.NeuroLeadership.org
Intensive Coach Training

Everything you need to begin coaching

About this program
If you are interested in making a career change, building an additional revenue stream as a professional coach, or learning to coach others inside your organisation, this is one of the coaching world’s most respected and intensive training experiences.

The Intensive Coach Training Program is designed to give participants cutting-edge coaching skills, tools and resources to effectively coach others in any situation. The models at the core of the program draw on the hard science of how the brain works and provide practical, useful tools for improving other people’s thinking and performance.

You will learn the principles behind each coaching technique and become confident in its effective use through regular practice with your fellow trainees and ‘live’ coaching clients.

By the end of the course you will know how to:
- Build trust with your coachees
- Communicate effectively as a coach using a wide range of powerful questioning and listening techniques
- Create inspiring goals with your coachees using the Results Coaching Model
- Motivate your coachees to sustain progress towards their goals
- Create new awareness in your coachees on how to overcome any obstacles they encounter

Benefits for participants attending this program:
- Learn to facilitate ongoing positive change
- Experiential training with practical coaching skills that can be used immediately
- A proven coaching structure for unlocking people’s potential
- Skills for having tough conversations
- An ability to have shorter conversations with more impact
- New ways to manage priorities, worry less about details, and feel less overwhelm
- Improved relationships with direct reports, peers, and supervisors
- Ongoing free mentoring after initial training is complete
- Access to a variety of additional business tools and support services post training

A story from one of our coaches
My journey to become a coach began as a Marketing Manager for a global beverage manufacturer. I was very well paid, quite overworked and for the most part, I loved what I was doing in my role that involved building brands and my team of brand managers. But there was something missing.

The fire in my belly I get when I am engaged in something I truly love doing had tapered down to a gentle simmer of embers. I felt like I could be giving, learning and receiving more.

After speaking with a Results Coach and understanding the real value of the training Results offer I enrolled in the ICT and I have never looked back. Once I was exposed to the tools and framework shared in the ICT, I became aware how acutely important and useful they were in both a business and wider life sense.

I took up the challenge given to the class by our trainers to start coaching straight away. This was instrumental in consolidating the learning and building confidence and experience as a coach! I continued to coach clients every spare minute I had outside of my full time job and made the decision to leave and pursue my own business full time.

After 3 months of resigning I had a full practice. Despite the dedication, focus and confidence I used, the experience was made all the richer by the support of a number of the more experienced coaches within the Results community.

Results Coaching offers outstanding trainers and an excellent coaching framework, dedicated mentors and fosters a growing and supportive community of coaches around the world.

Belinda Cordina
Results Certified Coach
Coaching communication skills

In the first part of the program, you’ll explore some of the origins of coaching, looking specifically at contemporary neuroscience and its implications on coaching and facilitating change. You’ll then move in to developing key coaching communication skills that will transform the way you communicate. Topics include:

- Think about thinking
- Listen for potential
- Speak with intent
- The Results Coaching Model
- The Dance of Insight
- CREATE new thinking
- Follow up with FEELING

The processes of coaching

Once you have learned how to communicate like a coach, you’ll move in to applying these new skills to key coaching processes. Topics include how to:

- Set powerful goals with your clients
- Establish a coaching relationship and build trust
- Develop strategies for success
- Get your clients into action
- Manage coaching sessions
- Manage progress and accountability
- Generate insights
- Work with habits
- Operate as a coach

Live learning

By teleclass four, you will have learnt how to communicate like a coach within the Results coaching framework so that you can start working with clients outside of class. This is an integral part of the learning experience.

In this program you’ll also complete one coaching observed session assignment and one live assessment with a qualified Results Assessor. Both these exercises will give you a solid understanding of your progress in the course and will build your confidence as a coach.

What you get

- Results Certificate of Coaching Skills (upon successful completion of all elements of the program)
- 3 day intensive workshop
- 12 x 1.25 hour teleclasses
- A feedback report on your observed session coaching assignment
- A live coaching assessment with a Results Assessor
- 600 page manual
- Coach and client materials to use in your coaching practice
- Free ongoing mentoring for life
- Access to our online coach only Resources section
- Community groups and networking events
- Access to all the support services available to Results Coaches

www.resultsoaches.com
Continuing Education Programs

The Results Coaching Systems suite of Continuing Education Programs are for coaches wishing to hone and develop their skills in particular areas specific to coaching. Programs can be taken at any time after the Intensive Coach Training Program.

Coaching in the Workplace

Coach specific training hours: 12
Open to: All
Almost every leading organisation and governmental department is utilising coaching at various levels to drive performance, retain high potentials and develop leaders. But how is it done and how can organisations get the best return on investment from their coaching interventions?

This course aims to demystify the use of coaching in the workplace through exploring how different coaching modalities are being used to build a coaching culture in the workplace.

Intuitive Coaching

Coach specific training hours: 12
Open to: Results trained and non-Results trained coaches
Intuition is about tuning in and listening to that ‘intuitive voice’ that sits within us all. It’s about trusting one’s instincts. This program is designed to strengthen participants’ intuition through understanding what intuition is and connecting and applying it to coaching sessions.

Building Your Practice

Coach specific training hours: 12
Open to: Results trained and non-Results trained coaches
This program is designed for new coaches who are establishing their coaching practice, or those looking to take their practice to a new level. The main focus of this program is to help participants identify ways to set up their business and find clients.

Participants of this program will establish a clear vision for their coaching business, set goals, clearly identify business resources and identify promotional and distribution methods for marketing strategies.

Coach’s Toolkit

Coach specific training hours: 12
Open to: Results trained coaches only
As we become more experienced as coaches we look for tools to give coachees more extraordinary results with greater ease. This course is designed to give you processes and tools specifically aimed at giving coachees deeper insights, new awareness or breakthroughs.

The course will include and focus on role plays, group discussion, case studies around generating breakthroughs, dealing with breakdowns in coaching, challenging coachees, project blueprint and other skills and tools for helping coachees develop insights.

RCS offers an ICF Accredited Coach Training Program
Specialist Education Programs

Results suite of specialist programs are for coaches wishing to specialise in a particular area of coaching. All programs (with the exception of Theoretical Foundations) can be taken anytime after the Intensive Coach Training Program.

Theoretical Foundations can be taken by anyone, whether they are a coach or not. Some programs are open to non-Results trained coaches. There are pre-requisites for these programs and applications are accepted at RCS’s discretion. Please see below for further details.

Coach specific training hours: 18
Open to: All
Coaching draws on many related domains, which include philosophy, behavioural science, solution-focused therapy, systems thinking, and the study of the brain. Examine where this new field has come from and where it is heading in this course.

Understand the scientific basis behind any coaching framework. Broaden your understanding of a wide range of fields linking coaching theory and practice while coaching others.

Coach specific training hours: 18
Open to: Results and non-Results trained coaches
Prerequisites: Must have completed initial coach training with an ICF approved training school. Must have at least 2 business/executive clients or have a significant executive or business background. Must have at least 20 hours of coaching experience.

This class introduces many models and frameworks for working with executives within organisational contexts. The program describes how to translate the Results coaching model to an executive context, how to work with assessments as well as many other executive-focused frameworks.

The program contains both theoretical and practical work, as well as a focus on starting to coach executive clients. It is very rich in tools that students can start to use immediately.

Coach specific training hours: 18
Open to: Results and non-Results trained coaches
Prerequisites: Must have completed initial coach training with an ICF approved training school. Must have at least 2 business/executive clients or have a significant executive or business background. Must have at least 20 hours of coaching experience.

Team Coaching takes the brain-based coaching models that form the foundation of Results Coaching, and applies them in the context of teams.

The curriculum covers what makes successful teams thrive, the stages teams go through as they develop, and how to translate 1:1 coaching to a team using the CO-CREATE model.

To find out more or to register for these programs, please contact us.
You can find out more by visiting our website www.resultscoaches.com

For non-Results trained coaches, please note: Applications from non-Results trained coaches will be accepted at RCS’s discretion. Only those coaches who have trained with an ICF or Government accredited or approved school will be accepted into these programs. Those wishing to apply for either Executive or Team Coach Training must have significant experience in coaching before joining the program.