

Leading and coaching across cultures

Cultural Orientations Framework (COF) certification

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| Date | 3 – 5 March 2020 |
| Course code | 1920NDR414 |
| Venue | Institute of Continuing Education Madingley Hall Cambridge CB23 8AQ |
| Tutor | Philippe Rosinski |
| Co-facilitator | Alexandra Terhalle |
| To book | See: www.ice.cam.ac.uk |

Tutor biography

Philippe Rosinski is a world authority in global leadership development, executive coaching, and team coaching. He has pioneered a global approach that leverages multiple perspectives for greater creativity, impact and meaning, and his innovative approach of bringing the crucial intercultural dimension into coaching has won him worldwide acclaim.

Philippe is the first European to have been designated Master Certified Coach by the International Coach Federation. He is the principal of Rosinski & Company, an international network organization that helps leaders, teams and organizations unleash their human potential to achieve sustainable high performance. Philippe is also a professor in the MBA program for global managers at the Kenichi Ohmae Graduate School of Business in Tokyo, Japan.

He is the best-selling author of “Coaching Across Cultures” (chosen by the Harvard Business School as its featured book recommendation in the category of business leadership) and “Global Coaching”, and co-author of ten other books including “Mastering Executive Coaching” (2019).

Often invited to speak at international conferences, Philippe currently serves on the Editorial Board of *Coaching: An International Journal of Theory, Research and Practice*, and sits on the Global Advisory Panel of the Association for Coaching. He lives near Brussels with his family.

He received an Electrical and Mechanical Engineering degree from the *Ecole Polytechnique* in Brussels. He holds a Master of Science degree in Electrical Engineering from Stanford University and the Executive Master’s in Management degree from the *Solvay*

Brussels School of Economics and Management. He is also certified to use a variety of psychometric instruments and is the author of the *Cultural Orientations Framework (COF)* assessment available at www.cofassessment.com

Co-facilitator Biography:

Alexandra Terhalle is a University of Cambridge certified coach, facilitator, and member of the International Coach Federation and the Association for Coaching. Alexandra is the founder of AT Coaching which focuses on empowering clients to unlock their unlimited potential within. She specializes in relocation coaching and her research is in the area of cultural diversity. She has experience coaching executives, CEOs, HR Managers, academics, business owners, and entrepreneurs from over a dozen countries. She earned her Bachelor's degree from Trinity College, where she graduated Phi Beta Kappa with Honours. Alexandra speaks fluent German and English and has lived throughout the USA, Spain, England and Germany.

Programme:

Day 1: Integrating the cross-cultural dimension into leadership and coaching

- Global leadership and coaching to address complex challenges in today's interconnected and turbulent environment, and to achieve sustainable and meaningful success.
- A novel, inclusive and dynamic understanding of culture.
- Explore attitudes vis-à-vis cultural differences from ethno-centrism to leveraging cultural diversity.
- Decipher cultural differences and identify new growth opportunities outside one's cultural comfort zone and through the synthesis of differences, with the Cultural Orientations Framework (COF).

Day 2: Leading and coaching of individuals, teams and organisations

- Become aware of your own cross-cultural orientations, learn to identify others' orientations and effectively bridge cultural gaps.
- Intercultural coaching practice in one-on-one coaching situations.
- Global team development: research findings, case studies and action learning activity.
- Global organisational development through alliances and M&As: research findings, case studies.

Day 3: Engaging in your own high-performance and high-fulfilment journey

- The Global Coaching Process to practically engage in leadership and global coaching: develop familiarity with a 3-step process to facilitate a high-performance and high-fulfilment journey with individuals and teams.
- The Global Scorecard: Learn to set objectives that promote business success while encouraging you to take care of yourself, nurture relationships, and serve society at large.
- Art and coaching across cultures.

- Leading and coaching from multiple perspectives: physical, managerial, psychological, political, cultural and spiritual.
- Möbius strip model: achieving unity in diversity.

Aims:

This course aims to provide:

1. An awareness of your current cross-cultural orientations, cultural norms, values and beliefs;
2. An understanding of how to expand your cultural worldview and behavioural repertoire for greater impact;
3. Recognising how to identify others' cultural orientations and effectively bridge cultural gaps;
4. Recognising how to maximize opportunities from cultural diversity to promote creativity and unity;
5. An understanding of creative solutions to leverage cultural differences and address complex, multidimensional challenges;
6. An opportunity to become certified to use and administer the COF online assessment with individuals, teams and organisations;
7. An understanding of how to use an integrated coaching approach calling upon multiple perspectives (physical, managerial, psychological, political, cultural and spiritual) to foster sustainable and global success (for self & others).

Content:

Session 1: Integrating the cross-cultural dimension into leadership and coaching

This session gives context to coaching across cultures as an enrichment of leadership coaching best suited to address complex challenges in today's interconnected and turbulent environment. The session begins by getting to know self and others, particularly from a cultural standpoint, through exploration, sharing and active participation, introducing the main concepts of Leading and Coaching Across Cultures, including an inclusive and dynamic understanding of culture. You will be able to identify and share complex personal challenges, raise awareness about attitudes vis-à-vis cultural differences, and discover the most productive ways for dealing with diversity – i.e. leveraging cultural differences whenever possible. You will learn how to decipher cultural preferences and identify new growth opportunities outside one's cultural comfort zone with the Cultural Orientations Framework (COF). You will explore individual and group COF results, and discover how to use the tool in individual and team coaching situations. An interactive intercultural coaching demo, individual reflection time, group discussions and action learning will allow you to gain a concrete sense of the added value provided by intercultural coaching.

Session 2: Leading and coaching of individuals, teams and organisations

You will gain awareness of your own cross-cultural orientations, learn to identify others' orientations and effectively bridge cultural gaps. There will be opportunities for one-on-one intercultural coaching practice and debrief using the COF with conversations and activities focused on what proved effective/less effective in coaching and how best to leverage cultural differences in these situations. You will discuss case studies about organisational coaching with a specific emphasis on mergers and acquisitions and alliances (turning the cultural dimension, which still proves to be a key failure factor, into an asset). Through action learning, you will experience first-hand the challenges of working in a diverse team and how to turn diversity into a source of creativity, performance and fulfilment.

Session 3: Engaging in your own high-performance and high-fulfilment journey

The last session begins with group presentations from the cohort, and debriefs of their action learning process. You will also learn how the COF assessment can be used in practice as a COF project manager/COF certified user. The topic of art and coaching will be introduced as an important source of information about culture and a powerful vehicle in raising awareness and consciousness, establishing a habit of careful observation by going beyond the obvious, and realising new insights by viewing paintings/images. Following a case study of a complex coaching situation, through an interactive presentation, you will learn about global coaching and its multiple perspectives (physical, managerial, psychological, political, cultural and spiritual), to become familiar with an even more complete and powerful form of coaching. You will discover how this integrated approach can foster sustainable and global success (for self & others) and then develop familiarity with The Global Coaching Process to practically engage in leadership and global coaching and develop familiarity with a 3-step process to facilitate a high-performance and high-fulfilment journey with individuals and teams. The Global Scorecard is introduced, outlining how to set objectives that promote business success while encouraging the nurture of relationships, serving various stakeholders and society at large, and managing wellbeing. Individual reflection time and peer coaching will help synthesise learnings from the sessions and to define specific objectives and actions to move forward.

After having been certified to use the COF assessment (at the end of the three-day course), you will have the possibility to become Master COF certified. More details can be found at <https://www.cofassessment.com/faq/#certification>

Accreditation: The programme, as described above, is accredited by the International Coach Federation (ICF) for the following hours: Core Competencies 19.5 – Resource Development 1.75.

Presentation of the course:

A combination of interactive presentations, intercultural coaching practice followed by individualised feedback and suggestions, individual reflection, peer coaching, group discussions, individual and group assessment, action learning, case studies, and group presentations.

The feedback we have often heard from participants is as follows: “I have lived what I have learned” (how to leverage cultural differences)!

As a result of the course, within the constraints of the time available, students should be able to:

- Access an acquired vocabulary to describe cultural differences and become mindful of these cultural variations for essential activities such as communicating, thinking, organising, managing time, defining one’s purpose, exercising one’s responsibility, etc.
- Leverage cultural differences when leading or coaching individuals, teams and organizations, operating as a COF certified coach;
- Appreciate the interconnected nature of our reality and the advantage of juggling multiple perspectives (ranging from the physical to the spiritual) when leading or coaching in complex situations.

Reading and resources list

Listed below are texts that might be of interest should you wish to supplement your learning on the course. Any essential reading is marked with an asterisk *

| Author | Title | Publisher and date |
|--------------------------|------------------------------|-----------------------------------|
| Philippe Rosinski | Coaching Across Cultures* | Nicholas Brealey Publishing, 2003 |
| Philippe Rosinski | Global Coaching* | Nicholas Brealey Publishing, 2010 |
| Jonathan Passmore et al. | Mastering Executive Coaching | Routledge, 2019 |

Website addresses

www.COFassessment.com

www.GlobalCoaching.pro

Additional information

Venue

Details of how to find Madingley Hall can be found on our website:

<http://www.ice.cam.ac.uk/who-we-are/how-to-find-the-institute>

Refreshments

Tea, coffee and lunch will be provided. You are invited to join us for a course dinner on Tuesday and Wednesday evening. If you have any specific dietary requirements or allergies and have not already advised us, please inform our Admissions Team on ice.admissions@ice.cam.ac.uk or +44 (0)1223 746262.

Note Students of the Institute of Continuing Education are entitled to 20% discount on books published by Cambridge University Press (CUP) which are purchased at the Press bookshop, 1 Trinity Street, Cambridge (Mon-Sat 9am – 5:30pm, Sun 11am – 5pm). A letter or email confirming acceptance on to a current Institute course should be taken as evidence of enrolment.

Information correct as of: 23 September 2019