

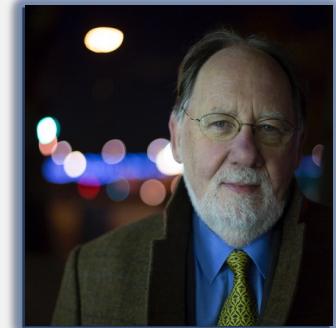
The Science of the Art of Coaching 2022 - Cohort XIII

A CPD programme in Applied Neuroscience for Coaches

Programme Details (June - Dec 2022)



The Science of the Art of
Coaching is Approved by
ICF for Core Competencies
15.5 and RD 62



"21st century neuroscience tells us that human beings are essentially energy systems, not primarily psychological systems. So, the critical task for coaches, leaders and development specialists is to understand the individuality of the person in terms of their unique energy flow and how that energy can be converted into personal and organizational value."

- Dr Paul Brown

Dr Paul Brown is Professor of Organisational Neuroscience, Monarch Business School Switzerland and a Visiting Professor at Henley Business School, UK. He is Chairman of ION Consulting International Pte. Ltd.



Session 1 : 17th, 18th & 19th June 2022 (8:00 – 11.30a.m. UK time)

Goal of Session 1

To establish initial working concepts and knowledge.

Introductions + revisiting fundamentals

A check-in discussion regarding styles of communicating in establishing an effective coaching presence, with specific early reference to using brain-based knowledge.

1.1 How (we think) the brain works as the organ of making sense, relationships, and creating mind: and as the master controller of Self-motivated human energy.

- Structure and function of the brain
- The Triune brain
- Connectomics
- The Mind – a working model

1.2 A very basic introduction to neurochemistry.

- Names and effects of key neurochemicals
- Distinguishing between hormones, neurotransmitters and neuro-hormones
- Neurochemicals and emotions
- Organizational stressors and stress reactions: manifestations of fight/flight.

1.3 Male & Female Brains

Q&A session

Round table discussion

1.4 Epigenetics and my understanding of Myself

Social perception as a determinant of behavior, distinguishing social epigenetics from molecular epigenetics and exploring the nature of the Self

1.5 The Thinking Environment® (based on Nancy Kline's Thinking Environment) - creating the conditions for igniting independent thinking ***

To experience and co-create a Thinking Environment to gain insights into its application in coaching and organisational contexts & reflect on the course learning journey so far.

Inter-session Activity

Recommended Readings & Reflection

1. Damasio: *The Feeling of What Happens*.
2. Dispenza: *You are the Placebo*
3. Lanz & Brown: *All the Brains in the Business*.

Introduction of The Reflection Journal

Note : All Sessions will be taught live on-line by Dr Paul Brown unless otherwise indicated in the programme. Dr Paul Brown will be assisted in the classes by the team of ION Consulting International Pte Ltd.

Webinar 1 : 1st July 2022

7.30 - 9.30a.m. UK time

Support of Session 1

Discussion on Reflections and reading

Case study presentation, Group Supervision & debrief

All 5 webinars follow the same structure

*****Session on the Thinking Environment facilitated by *Khyati Kapai, Emergent Faculty Member for Time to Think Ltd.***

Session 2: 15th, 16th and 17th July 2022 (8:00 – 11.30a.m. UK time)

Goal of Session 2

For participants to learn about the emotional system and develop an understanding of the *emotion-based energy system* that drives individual development and all behaviour: to enable Coaches to start to develop the skill of enquiring into and understanding a client's unique life patterning; and then to integrate knowledge about the emotional system, the way feelings are generated, and the life-experience bases of personal motivation when establishing or assessing coaching goals and developing a coaching session.

2.1 Understanding the client from a brain-based perspective

Considering human beings as energy systems (21st C.) rather than psychological systems (20th C.).

E-motion as the mainspring of all action. An opportunity for re-thinking motivational theory. [The London Protocol of the Emotions](#).

- Emotions, Feelings, Moods and States
- Memories
- Attachment Theory
- E-motions, mood, and leadership. Here we set out the need to differentiate between emotions, feeling, moods and states: and go on to discuss the impact of the mood of the leader, including the evidence for emotional contagion and the ripple effect.

Activity

Participants will engage in a Group coaching session and identify the emotions as per the London Protocol.

2.2 Introduction to HASIE Model – Biographical Enquiry

2.2.1 **The HASIE Model** introduces an approach to life-experience (biographical) enquiry that enables a Coach to look for patterns in the client's life that resonate in the present. This forms a background to –

2.2.2 **The BDMM Model **** (derived from the HASIE Model) – by Saba Hasanie . As a field with multi-disciplinary origins, executive coaching variously combines psychology, education, the applied neurosciences and organizational theory. As the profession of coaching emerges so have the expectations of outcomes increased, and therefore coaches need to expand their professional tools and practices. The Biographical Dimensions of Meaning Making (BDMM)© is a third-generation (Reinhardt & Grant) coaching tool designed to help coaches explore their client's past, present, and possible future in a dynamic and evidence-based way. This is the first time since its recent development that it has been taught in a SAC Programme.

2.3 Mind & Construction of Self

Beginning to see the client in the context of their own life narrative: an introduction to enquiry of the presenting past within the client.

Application/Facilitated Discussion:

Exercise to help participants understand and experience the impact of an emotional response on themselves (& by extension on those that they coach), using a real-life scenario to explore different possible responses via a Group enquiry into one person's life history.

Notion of emotional style or signature

Inter-session Activities

- **Quiz**

Identifying emotions quiz based on Baron-Cohen's work: how to be present with what we instinctively 'know' and assume.

- **Coaching activity & Reflection Journal**

Readings

- Reflection reading: Siegel: *The Developing Mind*.
- <https://iedp.cld.bz/Developing-Leaders-issue-29-Spring-20181/26/>

Brown, P. T. & Dzendrowskyj, T. (2018). *Sorting Out an Emotional Muddle: insights from neuroscience on the organizational value of emotions*. Developing Leaders, Issue 29, Spring 2018, pp.26-31.

Webinar 2 : 22nd July 2022

** Session on BDMM© taught by **Saba Hasanie**, MD & Senior Partner, OSC Leadership Performance

Session 3 : 16th, 17th and 18th September 2022 (8:00 – 11:30a.m. UK time)

Goal of Session 3:

To begin to put the first two Sessions together in an integrated form of practice. Seeing the coaching encounter as a whole process in the context of the client's life narrative; beginning to feel increasingly and professionally confident in structuring that with the client; and, in partnership, leading the client through the developmental experience of his or her own goal-focused growth.

3.1 Neuro-Behavioural Modelling (NBM)

Beginning to acquire a grasp of an integrated model of coaching approached through an applied neuroscience perspective, described as Neuro-Behavioural Modelling.

Activity: Coaching practice using NBM principles - In vivo practice session on real-life coaching encounter using freeze-frame technique on web.

3.2 Case study discussions and demonstration

Presentations by various participants of their own case material in an extended Group supervision format.
Up to 4 cases taking 35-40 mins each

3.3 Considering and evaluating popular models - SCARF, S.A.F.E.T.Y et al. - in this context.

Using knowledge gained thus far to start critically evaluating common coaching approaches.

3.4 SHERPAR[©] **

As our lives become more complicated, with greater uncertainty and work practices requiring more agility, people's wellbeing and the importance of its role in positive mental health and therefore in business is high on the leadership agenda . We know that 'it' is good for us and we all want some, but what is 'it'? How would you explain it and why is 'it' good for us?

After extensive research focused on the neurobiological basis of wellbeing, the SHERPAR[©] model was created, unique in considering from a neuroscience perspective what the brain and body require.

Inter-session activity

Coaching activity (in pairs)

Reflection reading

- Gawande: *The Checklist Manifesto*
- Brown & Busby-Earle: *Neurobehavioural modelling: applying neuroscience research to the development of coaching practice*. Chapter 06, pp.128-150, in Passmore (ed). *Mastery in Coaching*.

Reflection Journal

Webinar 3 : 30th September 2022

** Session on SHERPAR[©] taught by Soraya Shaw, Applied Neuroscientist, Springboard Tribe, UK

Session 4 : 14th, 15th and 16th October 2022 (8:00 – 11:30a.m. UK time)

Goal of Session 4

Participants to begin to be increasingly comfortable with capacity to coach in the context of the complexity of human disease, dysfunction, and distress without creating for the client a sense of psychological or psychiatric disorder. The adaptive view of all behaviour and the Coach's professional boundaries. This fourth session focuses on material relevant to the coaching context in preparation for a deeper dive into human biology in Session 5.

4.1 Connectomics, Epigenetics and Memetics

Extending a developing understanding of the brain as the basis of behaviour into a more detailed understanding of related and relevant neurobiological and socio-biological bodies of knowledge.

4.2 Head, Heart and Gut: the microbiome and behaviours

The human being is a an extremely complex, integrated system that we generally take for granted until something goes wrong. The 21st.century neuro-biological sciences are increasingly exploring the way that systems previously seen as largely self-contained - not least through medical specialisation – are in fact in continuous dynamic interaction with each other: as are social behaviours, being themselves biologically underpinned and perhaps determined. This session introduces microbiotics -the microbiome of the gut and its effect upon brain function.

4.3 Stress and Distressed Behaviour in the Executive Environment. Revisiting 1.2 with a much more informed and extensive framework.

A major coaching case presentation involving the individual's stressed life narrative, current employment circumstances and future-focused goals.

Webinar 4: 28th October 2022

Inter-session activity

Coaching activity (in pairs)

Reflection reading

- van Der Kolk: *The Body Keeps the Score*
- Collen: *10% Human: how your body's microbes hold the key to health and happiness.*

Reflection Journal

Session 5 : 18th, 19th and 20th November 2022 (8:00 – 11:30a.m. UK time)

Goal of Session 5

As the explanation of human behaviour in the 21st. century begins to rely much more on its biological bases rather than presumed psychological bases, this Session is a new addition to the SAC programme. It offers a foundation for having a more extensive operating knowledge of how the body works than appears in most coaching development programmes.

5.1 An Overview of the Human Biological Systems**

As coaches, our focus is on the whole person, and many coaches have degrees and doctorates in psychology. Yet very few coaches have an understanding of the biology of the human body or the fact that individuality (our psychology) is a product of the whole of our neuro-biology. Human beings are examples of complex natural systems that have evolved and optimized over hundreds of thousands of years. While looking at ‘the whole person’, and having a unique opportunity to work with high-achieving individuals in the development of a client’s thoughts, feelings and behaviours, Coaches may extend a sense of their own professional foundations by being more aware of the way the whole body encompassing the whole person works.

** Overview of the Human Biological Systems to be taught by **Emma Russell**, Executive Coach.

5.1 (continued)

Whilst some understanding of neuroscience has become very popular in coaching, it is our view that it would be helpful to coaches to develop a more detailed understanding of human biology too. We will cover:

- a) *Principles and Concepts* - the basics of human biology
- b) *Regulation, Control and Systems* – an introduction to the 11 systems of the human body and an understanding of the complex interplay between the systems; how changes in one system can influence other systems, as well as our behaviour. We will examine polyvagal theory, and the impact of stress on the human body.

5.2 Extending the concept of Self-regulating systems to the organizational – and especially Covid-created – context:

considering a biologically-based model for looking at a team and / or whole organizational: the design of organizations to create conditions where people function at their best. Introducing the ION.Organisational Diagnostic.

5.3 Limbic Leadership

Leadership viewed as an integrated and coherent system in one individual that, properly transmitted, has the capacity to inspire, not just drive, others. The nature of the gift of the Self to the organization: and the reciprocal gift of the organization to the Self. Using the concept of the Limbic Leader to evaluate leadership effectiveness.

Intersession Activity

Plenary Investigation – How can Biology be relevant to Coaching

Reflection reading

1. Porges: *The Polyvagal Theory: neurophysiological foundations of emotions, attachment, communication, self-regulation.*
2. <http://www.iedp.com/articles/a-neuroscience-perspective-on-the-us-presidential-campaign/>
<http://www.iedp.com/articles/it-s-the-election-stupid/>
<http://www.iedp.com/articles/trump-vs-hillary-a-neuroscience-narrative/>
<http://www.iedp.com/articles/love-trumps-hate-and-the-honest-liar/>
<https://www.ideasforleaders.com/brain-gain-fall-2018-trump-two-years-on>
<https://www.ideasforleaders.com/brain-gain-fall-2020-us-election-identifying-the-limbic-leader>

Webinar 5 : 2nd December 2022

Session 6 : December 9th, 10th and 11th 2022 (8:00 – 11:30a.m. UK time)

Goal of Session 6

This Session reconsiders the work of the whole Programme around the idea of how we can view the whole organization from within a *biological framework*; and what some implications of that would be for the sustainable 21st. century organization and for the practices of HR. The Session then proceeds to pull together as many of the loose ends of learning as the Group can identify and, in bringing to an end the six months of learning together, creates the platform for all Participants to go on extending their practice and knowledge as executive coaches working from a brain-based point of view.

6.1 Focusing on the organization as a whole and the London Protocol of the Emotions.

Introduction to a concept of the organization that is based on human biology and that maps and tracks the flow of human energy throughout the organization or any part of it.

Spending group reflection time as we come to the ending of the 6 Sessions, with a focus on personal discoveries, shifts in styles of coaching, and states of professional confidence in using new knowledge

Post-Session activity

Completing Reflection Journal and submitting preferably within four weeks but no later than 17th December 2022



ION Consulting International, Singapore, is a lead supplier of knowledge and skills in the field of applied neuroscience, recognizing that human beings are primarily energy systems and that it is the way human energy is generated or blocked organizationally that creates organisational outcomes of all sorts. Special areas of interest include understanding what a sustainable 21st. century organisation might look like and how to get there: creating scientifically-based coaching cultures in organizations: supporting new and especially young entrants to organizations within hybrid office cultures: and advancing executive coaching through a coherent body of science-based knowledge focused on change, development and growth in individuals and organizations.

