

Curriculum

Intercultural Coaching

An Integrative and Certified Advanced Education Programme

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1. Target Group

Do you work with people from other cultures and you want to come alongside and support them? Do you carry a personnel responsibility and would like to deepen your competencies in personnel management against the backdrop of migration and integration?

If so, we are thankful for your interest in the Advanced Vocational Training on Intercultural Coaching. We hope that this curriculum will provide you with the answers you are looking for.

Applicants must have at least one year's experience of working in an intercultural setting. Taking part in the training requires that you are an emotionally healthy and stable person and that you are not struggling with a psychological disorder or any addiction.

2. Training Structure

The training is split into six modules:

1. **Intercultural Communication:** foundations of intercultural communication, cultural dimensions, conversation building, rapport and trust building, pacing and stimulating interventions in coaching.
2. **Coaching Foundations:** basics of coaching, the three pillars of coaching, the coach as a person, their role and responsibility.
3. **Systemic Coaching**¹ in an intercultural setting, circular questioning, building hypotheses, reframing.
4. **Coaching Methods and Intervention Techniques:** creative interventions, methods and interactive approaches in intercultural coaching.
5. **Intercultural Teams:** test methods, 'The Inner Team' of the client, Tuckman's phases of team development, conflict management and mediation.
6. **Case Studies and Coaching Profile:** Intercultural case studies, developing your own coach profile, documentation of the coaching process, plenary evaluation session.

Every module is offered once a year. Additional dates will be published on our website and in mailings addressed to those already registered in the programme. It is practically possible to finish the training within one year. It is also possible to stretch the training over a longer period of time. Should you need more than three years you have to consult with the programme management.

¹Systemic coaching brings a framework and approach for exploring, clarifying and resolving different types of leadership, team and organisational issues. When we more fully understand the different systems that surround us, we can uncover new opportunities and, where needed, find resolution.



Each module consists of 20 hours of compulsory on-site or online teaching, plus a further day of peer supervision/consultation. Modules 1 & 6 are taking place on-site. Modules 3, 4, 5 & 6 are taught online.

Participants who have a convincing reason why they cannot take part in a lesson must communicate this with the responsible lecturer beforehand. Besides the on-site teaching, the participants have to complete practical exercises with clients as project work. These exercises have to be documented in writing and be handed to the lecturer and training administration. The handing in of the course work needs to take place before taking part in the next module. If participants are not able to do so they need to communicate before the next module with the course lecturer.

Participants are free to start the training with either module 1 or 2. The modules 3, 4, and 5 can be taken in any order. Module 6 is the last module and builds upon the content of the first five modules. It has to be attended as the final module.

3. Application and Registration

3.1 Application for the Training

Those interested in taking part in the Advanced Vocational Training on Intercultural Coaching should send their carefully completed application form (by post or email) to:

icc@allnations.ac.uk or call [+44\(0\)1920 443500](tel:+44(0)1920443500) and ask for Kit.

You can download the form under <https://www.allnations.ac.uk/forms/intercultural-coach>

Once your application has been reviewed, we will contact you for a personal interview. You will receive the contact details of one of the lecturers to make an appointment for the interview. This interview will last about 30 minutes. It can take place in a personal meeting, via phone or skype etc. You will be notified whether your application is accepted.

3.2 Registration for the Modules

Registration for the modules is through the form provided on the *All Nations* website. Once you have completed the form please send it to the Administration Office. We will acknowledge receipt.

Please can you register as early as possible for the relevant modules as this will help with our planning. Registration closes six weeks before the start of a module. In the event a module is already fully booked, we will let you know within three days of receiving your registration. About one week before the start of the module we will contact you again in order to provide you with further details.

More information regarding food and board can be found in section 9.



4. Module Overview and Dates

4.1 Module Content (short version)

I Intercultural Communication

- Perception exercise
- Verbal and nonverbal communication
- Defining culture
- Levels of uniqueness
- Language and proverbs
- Worldview and communication
- Rapport building
- Appreciating one's perception of the world
- Self-revelation
- Stimulating interventions
- The principle of self-discovery
- Cultural dimensions
- Role and imprinting of the conscience
- Contextualization

II Coaching Foundations

- Self-understanding and role development
- Understanding the process
- From problem identification to goal setting
- Clarification of the task
- The four foundational directions of attention
- Adapted biography work
- Working with the social nucleus model
- Coaching settings
- Methodical overview

III Systemic Coaching

- Reality construction in intercultural coaching
- Systemic question techniques
- Working with the empty chair
- The value square
- Basic assumptions of systemic thinking
- Attitudes and tools of the trade
- Coaching in the process of intercultural competence
- Developing hypotheses
- Circular and solution-oriented questioning



- Systemic use of figures
- Value awareness in intercultural systemic coaching

IV Coaching Methods & Intervention Techniques

- Communication exercises
- Cognitive and affective interventions
- Goal achievement strategies
- Intercultural awareness in coaching processes
- Identifying and recognising communication patterns
- Interactive problem-solving approaches in coaching
- Working with inner convictions
- Cognitive restructuring
- Phase model of crisis and grieving
- Managing your resources
- The Disney model
- Developing a holistic resource-oriented model for an intercultural setting

V Intercultural Teams

- Personality differences and culture
- Ethnocentrism
- Conflict management in an international setting and intervention techniques
- International leadership competence
- Different work preferences
- The Team Management Profile (TMP)
- What you should know about yourself (self-revelation)
- Connecting task and people
- The inner team in an intercultural environment
- Team phases and development
- Code of conduct
- Stress test / Burnout test

VI Case Studies & Coaching Profile

- Intervision (peer consulting) and supervision
- Practical exercises and intercultural intervision methods
- Systemic interventions and ego states
- Intercultural coaching cases
- Simulation: coaching in intercultural situations
- Simulation: intercultural team conflict
- Individual case work
- Your coaching profile (developing and introducing)



- Framing the coaching-closing-session
- Evaluation of the coaching-process
- Documentation of the coaching-process

4.2 Dates 2024

Module 1: 3–5 June 2024 (residential) – Intercultural Communication

Module 2: 8-11 July 2024 (online) – Coaching Foundations

Module 3: 16–19 September 2024 (online) – Coaching Methods & Intervention Techniques

Module 4: 4–7 November 2024 (online) – Systemic Coaching

Module 5: 11-14 March 2025 (online) – Intercultural Teams

Peer Supervision / Consultation Day: 11 June 2025 (residential)

Module 6: 12–14 June 2025 (residential) – Case Studies and Coaching Profile

Dates 2025/26

Module 1: 16–18 June 2025 (residential) at All Nations (also available online) - Intercultural Communication

Module 2: 28-31 July 2025 (online) - Coaching Foundations

Module 3: 29 September-2 October 2025 (online) - Systemic Coaching

Peer Supervision/ Consultation Day: 30 October 2025 8.30am-1pm (online)

Module 4: 24–27 November 2025 (online) - Coaching Methods & Intervention Techniques

Module 5: 2-5 March 2026 (online) - International Team & Conflict Mediation

Module 6: 17–20 June 2026 (residential at All Nations/also available online) - Case Studies & Coaching Profile

5. Schedule

Onsite (residential) Schedule for Module 1 and 6

Time	Peer Supervision/ Consultation Day	1st & 6th Module Day	5th Module Day (Saturday)
7:30–8:15	Breakfast		
8.30–10:00	Peer Supervision	Lectures	Lectures



10:00–10:30	Coffee Break		
10:30–12:30	Peer Supervision	Lectures	Lectures
13:00–14:00	Lunch Break		
14:00–15:30	Peer Supervision	Lectures	Lectures
15:30–16:00	Coffee Break		
16:00–18:00		Lectures	Lectures – end approx. 16.30
18:00–19:00	Dinner		
19:00–20:00		Lectures	

Online schedule for Modules II, III, IV, V

Time	Day 1	Day 2	Day 3	Day 4
08:00-8:30	Easy arriving in the online room – Lecturer available			
08:30-9:15	Lectures	Lectures	Lectures	Lectures
09:15-10:00	Lectures	Lectures	Lectures	Lectures
10:00-10:15	Coffee Break			
10:15-11:00	Lectures	Lectures	Lectures	Lectures
11:15-12:00	Lectures	Lectures	Lectures	Lectures
12:00-12:15	Coffee Break			
12:10-13:00	Lectures	Lectures	Lectures	Lectures

6. Performance Records and Marks

After every module the participant has to complete additional course work which consists of practical coaching exercises and written documentation. The course work has to be handed to the lecturer of the module.

Checklist for Course Work

- Font size 11 and footnotes font size 9
- Add page numbers
- New chapters, titles and themes have to be made recognisable as such
- Quotes in italics
- Bibliography

Grade	Scale in %	Grade Description
A	70 – 100	First Class
B	60 – 69	Upper Second
C	50 – 59	Lower Second
D	40 – 49	Third
F	0 – 39	Fail

7. Submission deadline

All course work has to be sent to the lecturer and the administration office before attending the next set of modules. All course work has to be submitted as a Word document via e-mail. The lecturers are obliged to return the course work to the participant within eight weeks.

8. Acceptance of previously attended Modules

There is the option under certain conditions that previously completed studies can be accepted and recognised for the *Advanced Vocational Training Intercultural Coaching Program*. For example, if a participant can prove that the relevant course or topic was attended elsewhere at an equivalent or higher level.

Such a decision will be made by the lecturers. If a previous course of study is accepted, attending the module at All Nations Christian College will not be mandatory. However, the course work as described in the syllabus still needs to be done and handed to the lecturer.

In case you think that you already have completed equivalent or higher studies of the same course and topic, please let us know when registering for the *Advanced Vocational Training Intercultural Coaching Programme*.

9. Food and Board

Participants have the option of staying overnight at All Nations Christian College as well as taking all the meals there. If you are interested, please tick the appropriate field on the registration form. Your booking and billing choices will be taken care of by the Administration Office.

As there are only a limited number of rooms available, we ask participants to communicate their preferences regarding food and board as early as possible. Participants are also free to organise food and board themselves, elsewhere.



All Nations Christian College

Easneye
Ware
Hertfordshire
SG12 8LX

<https://www.allnations.ac.uk/>

Prices

Single Room / per night per person including all meals	29,50 £
Pounds Sterling	
Double Room	by request
Lunch	8,50 £
Dinner	8,50 £

10. Fees

The cost per module for the training is 540 £ (pounds sterling). The cost for each peer supervision/consultation day is 260.00 £. The *Team Management Profile* (part of module 5) 100 £. In addition, participants will need to allocate a budget for food and accommodation. If registration for a module takes place four months in advance there will be a discount of 10%. Couples or 2 people from the same organisation get a 10% discount. Groups of three or more from the same organisation get a discount of 20%.

An application fee of 25 £ is payable with the online reservation.

11. Certification

The *Advanced Vocational Training Intercultural Coaching Programme* is currently certified by the *Association for Coaching* and the German *Qualitätsgemeinschaft Coach Ausbildung* (Quality Association Coach Qualification).



After completion of the six modules and the handing in of all additional course work and exercises, the participants will receive their certificate which testifies their successful attendance and completion of the *Advanced Vocational Training Intercultural Coaching Programme*.



The *Association for Coaching* (AfC) was established in 2002 and is a leading independent and not-for-profit professional body dedicated to promoting best practice and raising awareness and standards of coaching worldwide.

As an inclusive body, with members in over 80 countries, it is made up of professional coaches, academic institutions, trainers and providers of coaching, as well as sponsors of coaching from the third sector through to large corporates, building coaching cultures.

<https://www.associationforcoaching.com/page/AboutUs>

With the AfC certificate one is not automatically a member of the AfC but can become one. [Here](#) you find out about individual membership. The fee is currently £ 170.²

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With the *Association for Coaching* certificate acquired through the *Advanced Vocational Training Intercultural Coach* it is possible to also be an *International Coaching Federation (ICF)* certified coach.

There are two variants you will qualify for:

- First the *Associate Certified Coach (ACC) Credential* (60+ hours of coaching education, 100+ hours of coaching experience)
- Second the *Professional Certified Coach (PCC)* – (125 hours of coach specific education and 500 hours of client coaching experience)

fees start at 175 U\$

more infos here: <https://coachingfederation.org/credentials-and-standards/credentials-paths/acc-credential>

² This information was last updated on November 11th 2024.



12. Lecturers

The *Advanced Vocational Training Intercultural Coaching* Programme was initially developed by Jochen Schuppener and Günther Höfeld. Since its beginnings it has been developed further with the expertise of Christine Schuppener, Jürgen Homberger and Harry Hoffmann, and the help and input of many participants.

Jochen Schuppener

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13. Contact

If you have questions or want further information, please don't hesitate to contact us.

For administrative questions

All Nations Phone: + 44 (0)1920 443500
E-Mail: icc@allnations.ac.uk.

For content questions

Jochen Schuppener Phone.: + 49 8191 4017 534
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Appendix – Module Descriptions

Module 1 – Intercultural Communication

Foundations of Intercultural Communication, Conversation Building, Rapport, Pacing and Stimulating Interventions

“To answer before listening — that is folly and shame.” (Proverbs 18:13)

Goals and intended Outcomes

Upon completion of the module and the course work, the participants will have the following competencies:

- Meeting people from different cultural backgrounds with appreciation
- Have a desire to first listen and understand
- Wishing not only to tolerate but to learn and to appreciate
- Knowing and using the cultural dimensions in order to choose appropriate tools of communication
- Use rapport building and stimulating interventions in coaching.

Module Methodology

The module will contain teaching units of the lecturer to lay the theoretical foundation as well as the practical life experience contributions of the participants. Times of reflection will strengthen and further develop competencies. The ability to better observe will be sharpened. Practical methods will be tested. The experience and self-reflection of personal behaviour, tendencies etc. will give further insight and are foundational tools for the future intercultural coach.

Performance Requirements

- **Practical Exercise I: Building Rapport:** Rapport (French: “relationship, connection”) - a close, harmonious, trustful and mutually empathetic relationship, in which the people or groups concerned understand each other's feelings and ideas, and communicate well.
- **Practical Exercise II: Stimulating Intervention:** In order to create attention, the speaker uses this method. Sometimes through provocation (to a lesser extent through skits, video clips, music, jokes or reports from the media) the people listening are challenged to come out of a rather passive position and are called and encouraged to be fully focused on the topic.



Both exercises can be combined and practised with the same client. The documentation of the exercise has to be separate.

Lecturer

Jochen Schuppener
Intercultural Coach & Consultant, M.A.
Government Certified Expatriate Adviser (AuswSG)
Team Management Systems™ Consultant
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Literature

The following bibliography offers a small selection from a wide market of books on intercultural communication.

Culture Shock! A Survival Guide to Customs and Etiquette. Available for numerous countries.

Marshall and Cavendish Editions – Graphic Arts Books. Portland Oregon.

Elmer, Duane.: *Cross-Cultural Conflict: Building Relationships for Effective Ministry.* Inter Varsity Press, IL, USA, 1993.

Elmer, Duane. *Cross-Cultural Servanthood: Serving the World in Christ like Humility.* Inter Varsity Press, IL, USA, 2006.

Hampden-Turner, Charles; Trompenaars, Fons. *Building Cross-Cultural Competence – How to Create Wealth from Conflicting Values.* Wiley-VCH GmbH Weinheim. 2000. ISBN 0-471-49527-1.

Hofstede, Geert. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations.* Sage Publications Ltd.; Edition: 2 Revised Edition (25 March 2003). ISBN-10: 0803973241

Hofstede, Geert. *Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival.* McGraw-Hill Education Ltd; Edition: 3., revised edition (24 May 2010). ISBN-10: 0071664181.

Lewis, Richard D. *When Cultures Collide: Managing Successfully Across Cultures,* Nicholas Brealey Publishing. London, UK, 2005.

Passmore, Jonathan. *Diversity in Coaching – Working with Gender, Culture, Race and Age.* Kogan Page Ltd. London UK, 2009. ISBN 978-0-7494-5079-3.



Tiagarajan, Sivasailam; Thiagarajan, Raja. *Barnga – A Simulation Game on Cultural Clashes*. Boson, USA, Intercultural Press, 2006. ISBN 978-1-931930-30-7.-

Trompenaars, Fons. *Riding the Waves of Culture: Understanding Cultural Diversity in Business*, Nicholas Brealey Publishing; Auflage: 2nd Revised edition. 1997.

Trompenaars, Fons; Woolliams, Peter. *Business across Cultures*. Capstone Publishing LTD. Chichester, England. 2003, ISBN 1-84112-474-5.

Trompenaars, Fons; Prud`Homme, Peter. *Managing Change across Corporate Cultures*. Capstone Publishing Ltd. Chichester, England. 2004. ISBN 1-84112-578-4.

Rosinski, Philippe. *Coaching across Cultures – New Tools for Leveraging National, Corporate & Professional Differences*. Nicholas Brealey Publishing, London, UK, 2003.

Shelling, Grete; Fraser-Smith, Janet. *In Love but Worlds Apart: Insights, Questions, and Tips for the Intercultural Couple*. Author House, 2008. ISBN 978-1434381163.

Module 2 –Coaching Foundations

Foundations of Coaching, The Coach as a Person and their Role, Process Responsibility

Module Description

The participants get to know the foundations of coaching in an intercultural context in relationship to their own biography, competency deployment and process responsibility.

Goals and Intended Outcomes

Upon completion of the module and the coursework the participants will have the following competencies:

- Self-understanding and role development
- Understanding the coaching process
- From problem identification to goal setting
- Clarification of the task
- The four foundational directions of attention
- Adapted biography work
- Working with the social nucleus model
- Coaching settings
- Methodical overview.

Module Methodology

The module will contain teaching units of the lecturer to lay the theoretical foundation as well as practical life-experience contributions of the participants. Times of reflection will strengthen and further develop competencies. The ability to better observe will be sharpened. Practical methods will be tested. The experience and self-reflection of personal behaviour, tendencies etc. will give further insight and are foundational tools for the future intercultural coach.

Performance Requirements

Creating your own biography work in connection with the acquired foundations of intercultural coaching (3-5 pages)

Lecturer

Christine Schuppener
Psychological Consultant
Personal Coach / Logotherapeutic Coaching



ADHS Trainer
cs@schuppener-global-transitions.com

Literature

The following bibliography offers a small selection from a wide market of books on intercultural communication.

Bucay, Jorge, *Let me tell you a story*. Europa Editions, 2013.

Bungay Stanier, Michael, *The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever*, Box of Crayons, Milton Keynes, UK, 2016.

Frankl, Viktor E. *Man's Search for Meaning: An Introduction to Logotherapy*, Beacon Press, Boston, MA, 2006. (Originally published in 1946)

Martin, curly, *The Life Coaching Handbook: Everything You Need to be an Effective Life Coach*, Crown House Publishing Ltd, 2001.

Rawlins, Matt, *The Lottery – A Question Can Change a Life*, Amusement Publications, 2004.

Yalom, Irvin D. *The Gift of Therapy: An Open Letter to a New Generation of Therapists and Their Patients: Reflections on being a Therapist*, revised and updated edition by Piatkus Books Ltd, 2002.



Module 3 – Systemic Coaching

Systemic Coaching in an Intercultural Context, Circular Questioning, Developing Hypotheses, Reframing.

Module Description

The participants acquire foundations of systemic coaching and practise interventions of perception, processing and reflecting complex change processes within intercultural collaboration.

They explore and access with one another, and with the support of the lecturer, the systemic coaching and consultation model. They learn to develop a hypothesis, how to ask systemic questions and practise using figures, test selected interventions (i.e. working with the empty chair, using phenomimes, and the building of protected and safely controlled spaces, as well as interventions deriving from the embodiment and part organisation methods.

Goals and intended Outcomes

Upon completion of the module and the coursework the participants will have the following competencies:

- Systemic thinking, systemic behavior
- Four perspectives: Consciousness, Behavior, Culture, Systems
- The Coach and the system
- Visualizing beyond language: Constellation / sculpturing
- Creative tools beyond culture: The empty chair
- Reframing
- Creating hypotheses
- Verifying assumptions
- Circular and solution-oriented Questioning
- The Values and Development Square
- Out of the box Coaching tools: For intercultural settings only!

Module Methodology

The module will contain teaching units of the lecturer to lay the theoretical foundation as well as coaching demonstrations, working in coaching triads (groups of three), individual and group workshops, self-exploring exercises and self-reflection.



Performance Requirements

Practise and reflection of one systemic intervention method of one's choice (3–5 pages).

Lecturer

Harald Hoffmann
M.A. Sinology
Business Mediator
Social Entrepreneur
harryhoff345@gmail.com

Literature

The following bibliography offers a small selection from a wide market of books on intercultural communication.

Cardon, Alain. Systemic team and Organizational coaching. Metasysteme Coaching. 2014.

Cardon, Alain. Masterful Systemic Coaching. Metasysteme Coaching. 2014.

Cardon, Alain. Quantum perspectives in systemic coaching. Independently published. 2020.

Cardon, Alain. Systemic coaching powerful questions. Independently published. 2020.

Diochon, Pauline Fatien; Loui, Dima. Complex Situations in Coaching: A Critical Case-Based Approach. Routledge. 2019.

Hawkins, Peter & Turner, Eve. Systemic Coaching: Delivering Value Beyond the Individual. Routledge, 2019

Hawkins, Peter. Leadership Team Coaching: Developing Collective Transformational Leadership. Kogan Page. 2017.

International Coach Federation. Unlock your Potential.
<https://coachingfederation.org/app/uploads/2018/06/UnlockYourPotential.pdf>

Kuestenmacher, Marion; Haberer, Tilmann; Küstenmacher, Werner. GOD 9.0 Where Christianity could grow spiritually. Guetersloher Verlagshaus. 2010.



Laloux, Frederic. *Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness*. Nelson Parker. 2014.

Lawrence, Paul. What is Systemic Coaching? In: *Philosophy of Coaching: An International Journal* Vol. 4, No. 2, November 2019, 35-52.
<https://philosophyofcoaching.org/v4i2/03.pdf>

Pater, Agnieszka. *Constellations in coaching. How to build a 3D relationship map?*
<https://epale.ec.europa.eu/en/blog/constellations-coaching-how-build-3d-relationship-map>

Rosinski, Philippe. *Coaching across Cultures – New Tools for Leveraging National, Corporate & Professional Differences*. Nicholas Brealey Publishing, London, UK, 2003.

Webb, Keith. *The COACH Model for Christian Leaders: Powerful Leadership Skills for Solving Problems, Reaching Goals, and Developing Others*. Active Results LLC. 2012.

Whittington, John. *Systemic Coaching and Constellations: The Principles, Practices and Application for Individuals, Teams and Groups*. Kogan Page. 2020.

Module 4 – Coaching Methods and Intervention Techniques

Interventions, Methods and Interactive Approaches in Intercultural Coaching

Module Description

The participants will extend their integrative coaching techniques and deepen their methodical competency and their practical use. In a variety of exercises they discover with one another and with the supervision of the lecturer:

- Communicative foundational techniques of listening, asking questions, and giving feedback in an intercultural context
- Different cognitive and emotional interventions
- Resourceful and solution-oriented coaching tools and methods for use with clients
- Strategies for the achievement of consistent and sustainable goals.

Goals and intended Outcomes

Upon completion of the module and the course work the participants will have the following competencies:

- Communication exercises
- Cognitive und affective Interventions
- Goal achievement strategies
- Intercultural awareness in coaching processes
- Identifying and recognising communication patterns
- interactive problem-solving approaches in coaching
- working with inner convictions
- Cognitive restructuring
- Phase model of crisis and grieving
- Managing your resources
- The Disney model
- Development of a holistic resource-oriented model for an intercultural setting.

Module Methodology

The module will contain teaching units of the lecturer to lay the theoretical foundation as well as coaching demonstrations, working in coaching triads (groups of three), individual and group workshops, self-exploring exercises and self-reflection.



Performance Requirements

Practise and reflection of one systemic intervention method of one's choice (3–5 pages).

Lecturer

Jochen Schuppener
Intercultural Coach M.A.
Systemic & Team Coach (Dr. Migge)
Licensed Business Mediator (IHK)

js@schuppener-global-transitions.com

Literature

The following bibliography offers a small selection from a wide market of books on intercultural communication.

Beck, S. Judith: *Cognitive Behavior Therapy: Basics and Beyond*. ISBN-10: 1462544193. Guilford Press. Hardcover – 6 Nov. 2020.

Bucay, Jorge. *Let me tell you a story*. Europa Editions. ISBN-10: 1609451236. ASIN: B07BYXL5CH. 2013.

Ellis, Albert. *Rational Emotive Behavior Therapy*. Rational Emotive Behavior Therapy, 2nd Edition: A Therapist's Guide (Practical Therapist). Impact Publishers. ISBN-10: 1886230617 MSW CEAP | 2016.

Day, Claudia. Passmore, Jonathan. *Coaching Tools: 101 coaching tools and techniques for executive coaches, team coaches, mentors and supervisors*: WeCoach! Libri Publishing. ISBN-10: 1911450891. 2022.

Gruen, Anselm: *Time for a Change: Pocket Seminar for Reflection and Growth*. Redemptorist Publications. ISBN-10: 0852315783. 2020.

MacLennan, Nigel. *Coaching & Mentoring*. Gower Publishing Ltd. ISBN-10: 0566075628. 1995.

O'Connor, Joseph. Lages, Andrea. *Coaching with Nlp: How To Be A Master Coach*. ISBN-10: 9780007151226. 2004.

Rogers, Jenny. *Coaching Skills – The definitive guide to being a coach*. Open University Press; ISBN-10: 0335261922. 4th Edition 2016.



Watzlawick, Paul. *The Situation Is Hopeless, But Not Serious: The Pursuit of Unhappiness*. W. W. Norton & Company; ISBN-10: 9780393310214. Revised ed. edition (18 Aug. 1993)

Module 5 – Intercultural Teams

Intercultural Teams, Test-Methods, The Inner Team, Phase Model, Conflict Management

“Let us consider that perhaps the greatest strength of humanity is in its diversity.”
(author unknown)

Goals and intended Outcomes

Upon completion of the module and the course work the participants will have the following competencies:

The participants discover with one another and with the supervision of the lecturer:

- Their personal work preferences
- Working with ‘The Inner Team’ model
- Which elements of their culture they find of great personal importance
- Which problems and conflicts one values can take place in an intercultural team
- How do better deal with intercultural conflicts
- Knowledge of team development models and tools
- How to foster synergy effects
- How to develop team culture.

Module Description

Introduction to the Team Management System (TMS). Receiving your personal TMS Profile. The module will contain teaching units of the lecturer to lay the theoretical foundation as well as coaching demonstrations, working in coaching triads (groups of three), individual and group workshops, self-exploring exercises and self-reflection.

Performance Requirements



To reflect upon a team situation of which you were a part yourself and answer the following questions (7-10 pages):

1. How was the compositions/structure of the team? Describe the cultural background of the individual team members.
2. What was the goal and the commission of the team? For how long did the team work together, how often did they meet etc.?
3. Describe the individual members and their work preferences according to the Team Management System.
4. Were there any difficulties because of “mismatch” in the work commission and work preference of individual team members, including yourself? Please explain.
5. Were there any problems or particular challenges due to cultural differences and values? If so, what exactly?
6. Reflect upon one problem which your team could solve successfully. What was done right?
7. What was your role and contribution in the team?
8. In what way could you fulfil your role and commission?
9. Reflecting upon the team development stages (B. Tuckman), how did your team perform? Please explain your hypothesis.
10. When you consider the model of “The Inner Team” (F. Schulz von Thun), which inner voices did you experience as helpful and which as less helpful? Please explain.
11. What exactly do you learn for the future from this experience in regards to:
 - i. Your own role in the team?
 - ii. The coaching of teams?
 - iii. The coaching of individual team members in an intercultural setting?

Lecturer

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Literature

The following bibliography offers a small selection from a wide market of books on intercultural communication:

Elmer, Duane. *Cross-Cultural Conflict: Building Relationships for Effective Ministry*. Inter Varsity Press, IL, USA, 1993.

Elmer, Duane. *Cross-Cultural Servanthood: Serving the World in Christ-like Humility*. Inter Varsity Press, IL, USA, 2006.

Hampden-Turner, Charles; Trompenaars, Fons. *Building Cross-Cultural Competence – How to Create Wealth from Conflicting Values*. Wiley-VCH GmbH Weinheim. 2000. ISBN 0-471-49527-1.

Hofstede, Geert. *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations across Nations*. Sage Publications Ltd.; Auflage: 2 Revised edition (25. March 2003). ISBN-10: 0803973241

Hofstede, Geert. *Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival*. McGraw-Hill Education Ltd; Auflage: 3., revised edition (24 May 2010). ISBN-10: 0071664181.

Lewis, Richard D. *When Cultures Collide: Managing Successfully across Cultures*, Nicholas Brealey Publishing. London, UK, 2005.

Passmore, Jonathan. *Diversity in Coaching – Working with Gender, Culture, Race and Age*. Kogan Page Ltd. London UK, 2009. ISBN 978-0-7494-5079-3.

Tiagarajan, Sivasailam; Thiagarajan, Raja. *Barnga – A Simulation Game on Cultural Clashes*. Boson, USA, Intercultural Press, 2006. ISBN 978-1-931930-30-7.-

Trompenaars, Fons. *Riding the Waves of Culture: Understanding Cultural Diversity in Business*, Nicholas Brealey Publishing; Auflage: 2nd Revised edition. 1997.

Trompenaars, Fons; Woolliams, Peter. *Business across Cultures*. Capstone Publishing Ltd. Chichester, England. 2003, ISBN 1-84112-474-5.

Trompenaars, Fons; Prud`Homme, Peter. *Managing Change across Corporate Cultures*. Capstone Publishing LTD. Chichester, England. 2004. ISBN 1-84112-578-4.

Rosinski, Philippe. *Coaching across Cultures – New Tools for Leveraging National, Corporate & Professional Differences*. Nicholas Brealey Publishing, London, UK, 2003.



Shelling, Grete; Fraser-Smith, Janet. *In Love but Worlds Apart: Insights, Questions, and Tips for the Intercultural Couple*. Author House, 2008. ISBN 978-1434381163.

Module 6 – Case Studies and Coaching Profile

Case Studies, Developing your Personal Coach Profile, Plenary Evaluation

Module Description

The participants extend their systemic methodical repertoire and work with real intercultural coaching cases under the supervision of the lecturer.

Together the participants explore:

- Individual coaching cases
- An intercultural team conflict
- Interventions in conflict coaching
- Presentation of the personal coach profile, intercultural competence with feedback from the plenary session.

Goals and intended Outcomes

Upon completion of the module and the coursework the participants will have the following competencies:

- To use the acquired integrative coaching tools consistently
- Able to cope with intercultural (team) conflicts
- Taking charge in complex intercultural coaching situations
- Present your own intercultural coach profile coherently.

Performance Requirements

Developing and presenting your intercultural coach profile.

Module Methodology

The module will contain teaching units of the lecturer to lay the theoretical foundation as well as coaching demonstrations, working in coaching triads (groups of three), individual and group workshops, self-exploring exercises and self-reflection.



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