

HWH® Team Coach Training

Course Syllabus · Evergreen Edition

68-Hour AATC-Accredited Program · The Pathway to ICF ACTC

4 MONTHS · 14 LIVE CLASSES · GROUP SUPERVISION · ICF-APPROVED

28

LIVE CLASS HOURS
14 × 2-HR CLASSES

6

GROUP SUPERVISION
WEEKLY DROP-IN

34

ASYNCHRONOUS
ECOURSE · READING · WORK

68

TOTAL AATC
PROGRAM HOURS

COURSE INFORMATION

Duration	4 months
Total hours	68 (AATC-accredited)
Synchronous	34 hrs — 14 × 2-hr classes + 6 hrs supervision
Asynchronous	34 hrs — eCourses, homework, reading
Class cadence	Weekly 2-hour live Zoom class
Supervision	Weekly drop-in, Mondays 11:00–12:00 CST
Platform	Zoom (join via client app for breakouts)
Credential path	ICF Advanced Certification in Team Coaching (ACTC)

INSTRUCTOR & SUPPORT

Lead Instructor	Dr. Lisa Leit, Ph.D., MCC Founder, Happy Whole Human® Institute of Holistic Wellness
Supervision	Eligible Coaching Supervisor or ICF Mentor Coach
Contact	lisa@happywholehuman.com · 855-494-5483 x1
Community	HWH Coaches WhatsApp — announcements & forum
Resources	HWH Team Coach Miro board · interactive assessment platform
Observation	HWH ICF Team Coaching Observation Form

About This Program

Embark on a transformative four-month program tailored for coaches pursuing the International Coaching Federation's **Advanced Certification in Team Coaching (ACTC)**. This 68-hour curriculum is accredited by the ICF as an **Advanced Accreditation in Team Coaching (AATC)** program and fulfils the educational requirement for the ACTC credential.

The training cultivates team excellence while aligning with the **ICF Team Coaching Core Competencies**. Grounded in Family Systems Theory, teams as living systems, the **HWH Mutuality Model**, and the **Agile Wellness Framework**, it teaches you to work with teams as complex adaptive systems — fostering empowered interdependence rather than dependence on the coach. You will learn to leverage cutting-edge interactive software with validated individual and team assessments — the Holistogram™ Aggregate Report, HWH Teams Pulse™, and the DPI for Teams — with corresponding aggregate reports and workshop templates, to engage and delight teams while fostering meaningful, measurable, and lasting results.

Prerequisites. You must hold an ICF **ACC, PCC, or MCC** credential in order to apply to the ICF for the Advanced Certification in Team Coaching (ACTC). You may enroll in this training prior to earning your ICF credential; we recommend completion of Level 1 training as a minimum prerequisite.

Throughout the Four Months

REQUIREMENT	HOURS	DETAIL
Synchronous learning	34 hrs	Fourteen 2-hour live Zoom classes (28 hrs) plus group supervision (6 hrs). ICF requires at least 50% of the 68-hour AATC program be synchronous.
Coaching supervision	6 hrs	Weekly drop-in group supervision with an eligible Coaching Supervisor or ICF Mentor Coach, focused on your team coaching practice. A minimum of 5 hours is required ; a sixth is included.
Asynchronous learning	34 hrs	Self-paced eCourse modules, exercises, reading, and assignments. ICF requires a minimum of 30; this program includes 34.
Assessment platform	—	Use the HWH interactive software platform and learn to facilitate HWH assessments with aggregate report and workshop templates.
Team engagements (experience, not training hours)	20 hrs	20 hours of team engagements including 2 observed sessions with written feedback — ICF experience hours, outside the 68 training hours.

Program Learning Objectives

On completion, participants will be able to:

- Confidently and competently navigate the unique complexities of working with teams as dynamic, living systems.
- Distinguish team coaching from other team development modalities and navigate these with clarity and ethical alignment.
- Understand and work effectively with the relational and systemic dynamics unique to teams, including power differentials, psychological safety, conflict, and interdependence.
- Partner with diverse stakeholders — including sponsors, team leaders, and team members — to co-create clear, values-aligned coaching agreements and shared expectations.
- Design and facilitate strengths-based team development processes that foster cohesion, psychological safety, and shared ownership of results.
- Support teams in identifying shared purpose, clarifying roles and responsibilities, and creating norms that support high performance and team health.
- Coach teams to surface and resolve conflict constructively, promote inclusive dialogue, and navigate change with agility and resilience.
- Encourage and support team autonomy, learning, and long-term sustainability by helping teams become more self-reflective, adaptive, and empowered.
- Apply a systemic lens to team coaching, ensuring alignment with broader organizational stakeholders and mission.
- Understand the ethical considerations and boundaries when integrating modalities (e.g., individual coaching, team coaching, facilitation), and know when to recontract.
- Recognize when to seek supervision or pause coaching to ensure psychological safety and process integrity.

Schedule at a Glance

Evergreen schedule — classes run weekly. Cohort dates are published at enrollment.

WEEK	CLASS	SESSION TITLE	LENGTH
PHASE 1 — FOUNDATIONS · CLASSES 01-04 · SYSTEMS, SCOPE, AND THE HWH MODEL			
Week 1	Class 01	Teams as Living Systems: Foundations & Orientation	2 hrs
Week 2	Class 02	Team Coaching vs. Other Modalities & Ethical Scope	2 hrs
Week 3	Class 03	The Systems Perspective & Team Development Modalities	2 hrs
Week 4	Class 04	Agile Wellness & the HWH Team Coaching Model	2 hrs
PHASE 2 — CONTRACTING & DIAGNOSTICS · CLASSES 05-09 · SPONSOR, INTERVIEWS, ASSESSMENT, PROPOSAL			
Week 5	Class 05	Managing Contracting & Partnering with Stakeholders	2 hrs
Week 6	Class 06	The Initial Sponsor Meeting & Avoiding Pitfalls	2 hrs
Week 7	Class 07	Phase I: Diagnostic Interviews	2 hrs
Week 8	Class 08	Assessments, Aggregate Reports & the Team Report	2 hrs
Week 9	Class 09	Summarizing Findings, the Proposal & Phase II Agreements	2 hrs
PHASE 3 — PHASE II DELIVERY · CLASSES 10-13 · FACILITATING SESSIONS, VALUES, CONFLICT			
Week 10	Class 10	Preparing for Phase II & How to Conduct Team Coaching Sessions	2 hrs
Week 11	Class 11	The Introductory Team Session	2 hrs
Week 12	Class 12	The Midstream Session: Values, Purpose & Intentional Agreements	2 hrs
Week 13	Class 13	Team Detox & Negotiation: Reflect, Reframe, Request	2 hrs
PHASE 4 — ADVANCED PRACTICE & CERTIFICATION · CLASS 14 · DIFFICULT DYNAMICS, EVALUATION, ACTC			
Week 14	Class 14	Difficult Dynamics, the Energetic Field, Evaluation & ACTC Application	2 hrs

Group supervision runs in parallel — weekly drop-in sessions, Mondays 11:00–12:00 CST, throughout the four months. Attend a minimum of 5 hours (6 included) to complete the program.

ICF Team Coaching Competency Alignment

Where each competency is developed across the program.

COMPETENCY	WHERE DEVELOPED
A. FOUNDATION	
Demonstrates Ethical Practice	Classes 02, 06 · modality boundaries, confidentiality, recontracting, when to pause
Embodies a Coaching Mindset	Classes 01, 03, 14 · the coach inside the system; energetic hygiene and self-regulation
B. CO-CREATING THE RELATIONSHIP	
Establishes and Maintains Agreements	Classes 05, 06, 09, 11 · sponsor contracting, Phase II agreements, team ground rules
Cultivates Trust and Safety	Classes 03, 11, 13 · psychological safety, power differentials, inclusive dialogue
Maintains Presence	Classes 10, 14 · holding space, working the field, staying with tension
C. COMMUNICATING EFFECTIVELY	
Listens Actively	Classes 07, 14 · diagnostic interviewing, theme extraction, absence as data
Evokes Awareness	Classes 08, 12, 13 · assessment debriefs, values work, Reflect / Reframe / Request
D. CULTIVATING LEARNING AND GROWTH	
Facilitates Client Growth	Classes 10, 12, 14 · self-sustaining capability, evaluation, and follow-up

The nature of the client. In the ICF Core Competencies the term “client” usually denotes an individual. Applied alongside the Team Coaching Competencies, **the client is the team as a single entity**, comprising multiple individuals. Team coaching does not include taking on team leader behaviors.

Asynchronous Curriculum • 34 Hours

Self-paced eCourse modules, exercises, reading, and assignments. Complete each module before the class it supports.

MODULE	HOURS	CONTENTS
Orientation & KSAOs in Team Coaching	2 hrs	Program orientation, contacts, platform and Miro setup, Zoom/breakout protocol, the KSAO competency framework, and how to gain practical team coaching experience.
Agile Wellness for Teams	3 hrs	Why Agile matters to team coaching; Agile values and rituals as coaching structure; building the human foundations of agility.
Setting Up a Team Engagement with a Sponsor	4 hrs	Structuring the engagement; clarifying what team coaching is and isn't; the gentle reframe; Pre-Call Sponsor Questionnaire; Initial Contracting Conversation Checklist; Team Coaching vs. Other Modalities explainer.
Phase I: Contracting Interviews & Diagnostics	5 hrs	What to consider before an engagement; Pre-Coaching Intake Survey; diagnostic interview design; the HWH assessment suite — Holistogram™ Aggregate, Teams Pulse™, and DPI for Teams; Assessment Selection Matrix.
Summarize & Share Findings and Proposal with Stakeholders	4 hrs	Preparing the soil: foundational team development before coaching; coaching readiness; Summary Report template and sample; Proposal Builder template.
Agreements for Phase II Team Development	3 hrs	Creating the sponsor agreement for Phase II; core principles; light customization; attaching the approved proposal; absence and cancellation policies; sample coaching agreement.
Phase II: Team Coaching / Development	6 hrs	Adopting a systems approach; core principles of systemic team coaching; session architecture; ground rules; team values; the GPS for Teams and SMART goal menu; Team Detox and Negotiation with the MOU worksheet.
Evaluation & Follow-Up with Team and Sponsor	3 hrs	Closing the loop: reassessment, delta reporting, stakeholder follow-up, and designing the next cycle of team development.
Reading, Bonus Resources & Assignments	4 hrs	The Happy Whole Human® Team and its companion workbook; the 2024 ICF Mental Well-being Study; recorded class demos; written assignments and reflective practice.

Total asynchronous: 34 hours — exceeding the ICF minimum of 30.

The Team Coaching Engagement Arc

The program follows the real shape of an engagement, in order.

STAGE	CLASSES	WHAT HAPPENS
Foundations	01–04	Teams as living systems, scope and ethics, the systemic lens, and the HWH Agile Wellness model.
Setting up & contracting	05–06	Partnering with sponsors and stakeholders; the initial meeting; readiness and pitfalls.
Phase I — diagnostics	07–08	Stakeholder interviews and validated assessment; aggregate reporting.
Synthesis & proposal	09	Findings, summary report, proposal, and the Phase II agreement.
Phase II — development	10–13	Introductory session, values and agreements, midstream work, detox and negotiation.
Advanced & close-out	14	Difficult dynamics, the energetic field, evaluation and follow-up, ACTC application.

Class-by-Class Detail

Fourteen 2-hour live classes. Phase 1 — Foundations.

CLASS 01 Teams as Living Systems: Foundations & Orientation

The frameworks under everything else: why a team is a living system, not a group of individuals.

TOPICS & CONCEPTS

- Welcome, cohort agreements, and the certification path to ICF ACTC
- The core purpose of team coaching: self-sustaining capability, not dependence
- Teams as living systems — Family Systems Theory applied to organizations
- The HWH Mutuality Model and empowered interdependence
- The ICF Team Coaching Core Competencies: structure and intent
- KSAOs in team coaching: Knowledge, Skills, Abilities, and Other characteristics
- The role of the team coach: holds space, facilitates insight, never leads the team

PRACTICE & ACTIVITIES

- Cohort introductions and coaching-journey metaphor round
- Walk-through: the HWH Team Coach Resource Miro board and platform
- Self-assessment: your current team-coaching KSAO profile
- Assignment: Orientation eCourse + KSAOs module before Class 02

CLASS 02 Team Coaching vs. Other Modalities & Ethical Scope

What team coaching is, what it isn't, and where the ethical lines sit.

TOPICS & CONCEPTS

- ICF definitions: coaching, group coaching, and team coaching compared
- The nature of the client: the team as a single entity comprising individuals
- Distinguishing coaching from consulting, facilitation, training, and therapy
- Why unclear expectations derail engagements before they begin
- Ethical boundaries when integrating modalities — and when to recontract
- Recognizing when to seek supervision or pause coaching for psychological safety
- Scope, confidentiality, and the multi-stakeholder confidentiality problem

PRACTICE & ACTIVITIES

- Practice: the gentle reframe — explaining team coaching to a skeptical sponsor
- Case sort: coaching, facilitation, consulting, or training?
- Ethics lab: three recontracting scenarios in triads
- Assignment: Team Coaching vs. Other Modalities explainer + reflection

CLASS 03 The Systems Perspective & Team Development Modalities

Adopting a systemic lens: complexity, emergence, and the coach inside the system.

TOPICS & CONCEPTS

- Core principles of systemic team coaching: complexity is inherent
- The coach is part of the system — presence, impact, and integrity
- Change is emergent: fostering conditions rather than forcing outcomes
- Everyone has agency: choice regardless of others' behavior
- Team development modalities and where each belongs
- Power differentials, psychological safety, and interdependence
- Applying a systemic lens across the wider organizational stakeholder field

PRACTICE & ACTIVITIES

- Mapping exercise: draw a live team system and locate yourself in it
- Demonstration: systemic noticing and naming what is present in the system
- Triads: practice systemic questions with observer feedback
- Assignment: Phase II systems-approach module

The HWH model end to end, and why agility is the operating system of a healthy team.

TOPICS & CONCEPTS

- Why Agile matters to team coaching: responding to change over rigid plans
- Agile rituals as coaching structure: retrospectives, stand-ups, cross-functional work
- The Agile Wellness Framework inside the HWH team approach
- The HWH Team Coaching Model: co-create intentional agreements and norms
- Foster healthy detachment; align structures and decision-making
- Building the psychological safety that makes agility possible
- Measurable, ethically grounded practice: how the model holds together

PRACTICE & ACTIVITIES

- Facilitate a coaching-informed retrospective in small teams
- Model walk-through with the team coaching flowchart
- Debrief: where does your current practice sit on the Agile Wellness cycle?
- Assignment: Agile Wellness eCourse module

Phase 2 – Contracting & Diagnostics

CLASS 05

Managing Contracting & Partnering with Stakeholders

Co-creating values-aligned agreements with sponsors, leaders, and the team itself.

TOPICS & CONCEPTS

- The three-party reality: sponsor, team leader, team members
- Contracting as an ongoing process, not a one-time signature
- Surfacing mixed expectations before they become misalignment
- Values-aligned agreements and shared expectations
- Consensus and co-coaching: working with a partner coach
- Fees, scope, deliverables, and the boundaries of customization
- Ground rules for team coaching

PRACTICE & ACTIVITIES

- Role-play: the contracting conversation, coach and sponsor
- Review: HWH Initial Team Coaching Contracting Conversation Checklist
- Co-coaching pairs: dividing roles and staying aligned in session
- Assignment: Setting Up a Team Engagement with a Sponsor module

CLASS 06

The Initial Sponsor Meeting & Avoiding Pitfalls

The first real conversation — and the traps that sink engagements early.

TOPICS & CONCEPTS

- Preparing for the initial meeting with the sponsor
- The HWH Pre-Call Team Coaching Sponsor Questionnaire
- Common pitfalls: rescuing, over-promising, and taking on leader behaviors
- Assessing coaching readiness — and what to do when a team isn't ready
- Preparing the soil: foundational team development before coaching begins
- Clarifying what team coaching is and isn't, without lecturing
- Red flags: when to decline or restructure an engagement

PRACTICE & ACTIVITIES

- Live simulation: initial sponsor meeting with observer scoring
- Pitfall clinic: diagnosing what went wrong in three short case vignettes
- Readiness assessment practice on a real or composite team
- Assignment: complete the Pre-Call Sponsor Questionnaire for a target team

CLASS 07

Phase I: Diagnostic Interviews

Listening into the system — stakeholder interviews that surface the real dynamics.

TOPICS & CONCEPTS

- Purpose and design of the Phase I diagnostic interview process
- The HWH Pre-Coaching Intake Survey
- Interview structure: questions that surface patterns, not opinions
- Confidentiality, anonymity, and what gets reported back
- Listening for themes: power, safety, conflict, interdependence
- Noticing what is not said — absence as data
- Documenting interviews for aggregate synthesis

PRACTICE & ACTIVITIES

- Demonstration: a diagnostic interview conducted live
- Triads: run a diagnostic interview with observer notes
- Theme-extraction drill from a sample interview transcript
- Assignment: Phase I Contracting Interviews and Diagnostics module

Turning data into a mirror the team can actually look into.

TOPICS & CONCEPTS

- The HWH assessment suite for teams and the Assessment Selection Matrix
- Holistogram™ Aggregate Report: 28 dimensions at team level
- HWH Teams Pulse™: psychological safety, trust, multi-dimensional team health
- HWH DPI — Teams: behavioral and relational patterns
- Reading an aggregate report: signal, spread, and outliers
- Facilitating an assessment debrief without diagnosing individuals
- The interactive platform: administering assessments and generating reports

PRACTICE & ACTIVITIES

- Hands-on: generate and interpret a Holistogram™ team aggregate report
- Pulse gap-analysis walk-through on the platform
- Practice: deliver a 15-minute team assessment debrief
- Assignment: run one assessment with a practice team

Synthesis, proposal, and the agreement that defines the work.

TOPICS & CONCEPTS

- Synthesizing interviews and assessment data into findings
- The HWH Team Coaching Summary Report: structure and tone
- Sharing findings with stakeholders without breaching confidence
- The HWH Team Coaching Proposal Builder: scope, deliverables, fees
- Creating the Phase II agreement: leverage your existing agreement, customize lightly
- Attaching the approved proposal as the scope-defining document
- Absence, cancellation, and boundary policies for team engagements

PRACTICE & ACTIVITIES

- Build a summary report from the Class 07–08 data set
- Proposal clinic: draft and peer-review a Phase II proposal
- Practice: presenting findings to a stakeholder panel
- Assignment: Summarize & Share Findings + Agreements modules

Phase 3 – Phase II Delivery

CLASS 10

Preparing for Phase II & How to Conduct Team Coaching Sessions

The mechanics of facilitating live team sessions once the contract is signed.

TOPICS & CONCEPTS

- Preparing for Phase II: logistics, cadence, and session architecture
- The anatomy of a team coaching session, start to finish
- Establishing ground rules and team agreements with the team
- Holding space for real conversation and collective reflection
- Facilitating insight rather than delivering content
- Working with the whole system, not just the loudest individuals
- Session documentation and between-session team support

PRACTICE & ACTIVITIES

- Demonstration: full team coaching session arc
- Small-team practice: open and contract a live session
- Debrief: what did you do that a facilitator would not?
- Assignment: Phase II Team Coaching / Development module

CLASS 11

The Introductory Team Session

First contact with the team as a client – setting the container.

TOPICS & CONCEPTS

- Designing the introductory session: purpose, arc, and outcomes
- Introducing yourself, the process, and the boundaries to the full team
- Establishing psychological safety from minute one
- Surfacing hopes, fears, and expectations across the system
- Co-creating team ground rules and working agreements
- Managing the leader's presence within the session
- Closing the first session so the team wants the second

PRACTICE & ACTIVITIES

- Full simulation: run an introductory session in rotating small teams
- Observer feedback using the HWH Team Coaching Session Observation Form
- Group review: the first five minutes, replayed and improved
- Assignment: schedule an introductory session with a practice team

CLASS 12

The Midstream Session: Values, Purpose & Intentional Agreements

Aligning the team around shared purpose, values, and norms that hold.

TOPICS & CONCEPTS

- The midstream session: where engagements gain or lose momentum
- Surfacing and articulating team values (Examples of Team Values)
- Identifying shared purpose and clarifying roles and responsibilities
- Co-creating intentional team agreements and norms that survive pressure
- The HWH GPS for Teams exercise
- SMART goal design at team level: the HWH SMART Goal Menu
- Aligning structures and decision-making rights with stated values

PRACTICE & ACTIVITIES

- Facilitate a live team values exercise
- HWH GPS Team worksheet in small teams
- Practice: converting a vague team aspiration into a SMART team goal
- Assignment: run a values or GPS session with your practice team

Conflict as the raw material of team development.

TOPICS & CONCEPTS

- Why conflict is data, not failure, in a living system
- The Team Detox and Negotiation protocol: Reflect, Reframe, Request
- Coaching teams to surface conflict constructively
- Promoting inclusive dialogue when power is unevenly distributed
- The MOU Worksheet: from grievance to negotiated agreement
- Fostering healthy detachment inside charged conversations
- Knowing when a conflict exceeds coaching scope

PRACTICE & ACTIVITIES

- Demonstration: full Reflect / Reframe / Request arc
- Small teams: run a Team Detox session on a live or composite conflict
- MOU Worksheet completion and peer review
- Assignment: bring a difficult-dynamic case to Class 14

Phase 4 — Advanced Practice & Certification

CLASS 14

Difficult Dynamics, the Energetic Field, Evaluation & ACTC Application

The advanced edge of the work — and the path to your credential.

TOPICS & CONCEPTS

- Fielding difficult dynamics: dominance, silence, triangulation, and sabotage
- The energetic field: the felt emotional, somatic, and relational climate
- Theoretical foundations — Polyvagal Theory (Porges) and co-regulation
- Sensing, tracking, and naming subtle field dynamics; field-based interventions
- Energetic hygiene and self-regulation as a coach
- Evaluation and follow-up with the team and the sponsor: measuring what moved
- Applying to ICF for the ACTC: hours, evidence, and test preparation

PRACTICE & ACTIVITIES

- Live coaching on the difficult-dynamic cases brought by the cohort
- Practice: two field-based interventions with debrief
- Evaluation design: build a follow-up plan for a real engagement
- ACTC application workshop: assembling your hours and documentation

Completion Requirements

REQUIREMENT	STANDARD
Live class attendance	Attend the 14 live classes (28 hrs). Recordings are provided; make-up arrangements are available for missed sessions.
Group supervision	Minimum 5 hours of group supervision (6 hrs included), Mondays 11:00–12:00 CST.
Asynchronous modules	Complete all eCourse modules, exercises, and written assignments (34 hrs).
Team engagements	20 hours of team engagements including 2 observed sessions with written feedback, submitted via the HWH ICF Team Coaching Observation Form.
Assessment fluency	Administer and debrief at least one HWH team assessment with an aggregate report.

AATC and ACTC — the difference. AATC (Advanced Accreditation in Team Coaching) is the ICF's accreditation of *this program*. ACTC (Advanced Certification in Team Coaching) is the *individual credential* you apply for from the ICF after completing an AATC-accredited program, holding an ACC/PCC/MCC credential, and meeting ICF's supervision and team coaching experience requirements. Completing this training satisfies the education requirement; the ACTC is conferred by the ICF, not by HWH.

Gaining Your Team Coaching Experience

WITHIN THE HWH ECOSYSTEM

- **Peer team coaching labs** — trainees coach each other in small teams, simulating real scenarios.
- **Pilot team coaching groups** — form your own small team and facilitate HWH-based sessions.
- **The HWH marketplace** — listing and referral into live engagements.

BEYOND HWH

- **Pro bono or low-cost engagements** with small businesses and startups (3–6 sessions) in exchange for testimonials and experience.
- **Nonprofit and community groups** — mission-driven organizations that benefit from team coaching.
- **Mastermind and networking groups**; HR and L&D departments.

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