HULT
INTERNATIONAL
BUSINESS SCHOOL

Coaching Qualifications at Ashridge



Executive Coaching
Team Coaching
Organisational Supervision

"I very quickly realised that effective coaching isn't about tools, but the quality of the relationship. The programme goes far beyond skills and supports genuine personal transformation."

Jenny Nyarko
Learning & Development Business Partner
Metropolitan Police
Founder
NYN Global Consultancy
Executive Coaching Pathway

"It's like putting on a new pair of glasses: you start to see a group's dynamics unfolding in front of you, and what's really happening between people—and that completely changes how you work."

Tom Armitage
Head of Talent & Performance
Telegraph Media Group
Founder
Over Yonder Executive Coaching
Team Coaching Pathway

Recognised by the best

Hult International Business School
Top 50 Masters in Management, 2025
Top 100 Executive MBA, 2025

Hult Ashridge Executive Education
Top 20 Executive Education Custom, 2025

Worldwide accreditations

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TOM ARMITAGE, TEAM COACHING PATHWAY & JENNY NYARKO, EXECUTIVE COACHING PATHWAY

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WELCOME FROM THE PRESIDENT

Welcome to Hult Ashridge

In a world being reshaped by AI, coaching remains irreplaceably human.

As a coach or leader, you must navigate the complex emotional, social, and political layers of the human experience. While frameworks provide a map, your effectiveness depends on your presence, judgement, and ethical discernment in moments when there is no clear path.

As a triple-accredited, global business school, Hult is recognised for its transformational degree programmes and practical approach to education. Our coaching qualifications are intellectually robust, professionally grounded, and led by our internationally renowned practitioner faculty. Through our close connection with our sister organisation Hult Ashridge Executive Education, we remain closely attuned to the evolving needs of organisations—ensuring our programmes are grounded in both research and real-world practice.

Our programmes **align with the European Mentoring and Coaching Council** (EMCC) because its standards prioritise research, reflective practice, and ongoing development over the accumulation of hours or techniques. Here, you will find your own professional voice and meet complexity head-on.

Graduating from Hult will mark a **step change in how you practice**. You will leave with the confidence to work relationally within complex systems, supported by credentials that reflect deep professional integrity.

Achieving **Ashridge Accredited Coach status** will open doors to a breadth of professional opportunities, including the potential to work with Hult Ashridge Executive Education—partnering with organisations at the highest level of leadership and organisational development. We look forward to seeing the impact you will make.

With best wishes,



Matt Lilley, PhD
President
Hult International Business School



WELCOME FROM THE DIRECTOR

The Home of Relational Coaching

Coaching does not happen to people, nor even with them, but between them.

Research consistently shows that the quality of the **coaching relationship** is one of the strongest predictors of outcome. **Relational coaching** pays close attention to the spoken and unspoken in this relationship: the emotional tone, patterns of interaction, and power dynamics. Workplace tensions and life stories are often replayed in the coaching relationship itself, offering insight into the patterns that shape the coachee's wider experience.

This approach matters now more than ever, as coaches and leaders are increasingly required to work amidst heightened complexity and emotional demand. In these conditions, adaptability and professional judgement are paramount—the capacity to **stay present**, navigate the unfolding dynamic, and choose how to intervene.

At Ashridge, our faculty are experienced practitioners who bring a depth of expertise across organisation development, psychology, and psychotherapy into the room. We have spent decades refining frameworks that support relational practice. Here, you will learn to use these as **guides for sense-making** rather than scripts, relying on your empathy and intuition to build **transformational coaching relationships**.

In this world increasingly shaped by AI, it is the **human, adaptive side of coaching** that makes the most profound difference. This is what sets our approach apart from easily replicated, linear, coach-led, and competency-based models.

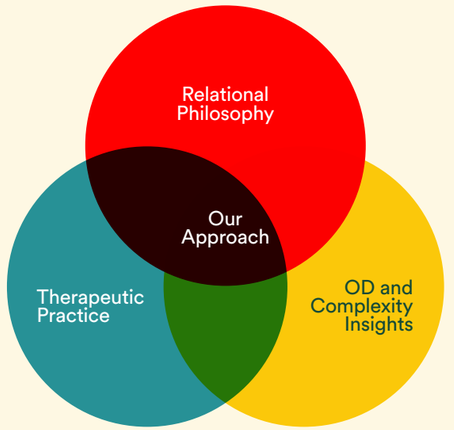


Erik de Haan, PhD
Director
Hult Ashridge Centre for Coaching, Hult International Business School

The Ashridge Difference

Our programmes develop coaches and leaders who:

- Work with the coaching relationship as a primary source of insight
- Recognise and respond to patterns as they emerge
- Remain ethically grounded and emotionally present under pressure



Coaching Mastery



Effective coaching means moving beyond frameworks. It requires developing the ethical judgement, adaptability, and psychological maturity to respond in the moment to ever-changing, complex human dynamics.

Beyond Models

The art of knowing what matters in the moment

Frameworks provide a foundation for our work as coaches, but true coaching mastery requires moving beyond the script. No coaching model can tell you what is truly happening beneath the surface of a conversation, or account for how power, emotions, or a shared history might shape an encounter.

Navigating these hidden currents requires the capacity to stay present under pressure and the insight to know how to intervene. This is why we have developed programmes that are experiential, supervision-led, and reflective—transforming the coach as much as their professional skill set.

Dynamic Coaching Can't Be Automated

→ Scan for Erik's latest research into AI vs human coaching

The Ashridge Philosophy: Coaching as a relational practice

We believe the connection between coach and client is at the heart of effective coaching and the primary vehicle for learning and change. Every session is a unique, co-created moment of discovery, rather than a remedial contract to solve a problem.

Relational coaching pays particular attention to:

- The dynamics of the relationship between coach and client
- The client's relationship with—and assumptions about—their organisation
- The client's personal history
- The coach's own history and how that is informing the coaching dynamic

A snapshot of publications by our faculty :



Pioneers of the profession

For more than 25 years, our faculty have developed and refined frameworks that are now widely taught, adopted, and referenced across the global coaching profession. Rather than academic abstractions, these are living frameworks that have emerged through thousands of hours of real-world coaching and organisational consulting.

These are just a few models that act as guides, rather than scripts to follow—offering a map to help navigate complexity.

The Relational Compass

Orienting the coach to self, other, and system in the moment.

A framework used across our executive coaching and supervision programmes, helping you orient the relationship between coach and client.

LIVING FRAMEWORKS

Awareness of Self

Developing the coach's presence, emotional awareness, and ethical judgement.

Core to all Ashridge coaching programmes, this approach teaches you to use your own experience, emotions, and presence to respond authentically in the moment.

Patterns of Repetition & Change

Working with recurring dynamics in individuals, teams, and organisations.

This framing helps us acknowledge that people get stuck through patterns and how coaching can help to "unstick" them and achieve change.

Rather than advocating any single model, we teach models and frameworks such as these as part of a holistic toolkit to help shape your unique practice.

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18 Accreditation

Our Portfolio of Coaching Qualifications

Whether you're a senior leader seeking to lead more relationally, an experienced practitioner ready for a new chapter, or an established coach looking to deepen your expertise, our programmes offer the depth and rigour to transform your practice.

Your Coaching Journey at Ashridge

Deepen your professional capacity and expand your impact through our progressive, accredited pathways in executive coaching, team coaching, and organisational supervision.

Choose your track and progress through our range of flexible, part-time programmes. From foundational postgraduate certificates through to professional accreditation and master's degrees, each stage of the journey is rooted in experiential learning, supervised practice, and academic rigour.

STAGE 1

Postgraduate Certificate

10–12 months

Foundational depth and core relational skills

Executive Coaching

- 5 residential workshops (10 days total)
  - ↳ including 5 supervision sessions
- Reflective journal

EMCC Global Quality Award EQA

POSTGRADUATE CERTIFICATE

Executive Coaching - Online

- 5 online workshops (10 days total)
  - ↳ including 5 supervision sessions
- Reflective journal

EMCC Global Quality Award EQA

POSTGRADUATE CERTIFICATE

Team Coaching

- 4 residential workshops (10 days total)
- Reflective journal

EMCC Global Team Coaching Quality Award TCQA

POSTGRADUATE CERTIFICATE

STAGE 2

Postgraduate Diploma

8 months

Advanced practice and professional recognition

Executive Coaching Accreditation

- Half-day preparation workshop
- Live coaching assessment
- Submitted portfolio of coaching practice

✓ Ashridge Accredited
✓ EMCC Senior Practitioner Status

POSTGRADUATE DIPLOMA

Team Coaching Accreditation

- Half-day preparation workshop
- Live coaching assessment
- Submitted portfolio of coaching practice

✓ Ashridge Accredited
✓ EMCC Senior Practitioner Team Coach Status

POSTGRADUATE DIPLOMA

Programme details subject to change.

Globally recognised for excellence

Our programmes are globally recognised by the **European Mentoring and Coaching Council** (EMCC). We're proud to hold the EMCC Global Quality Award (EQA) across our coaching programmes and the Global Supervision Quality Award (ESQA) for our supervision track.

Ashridge was among the first education providers in the world to achieve the EMCC Team Coaching Quality Award (TCQA), reflecting our position at the forefront of coaching education and our commitment to developing practitioners for a complex world.

We are one of only a few providers whose postgraduate diploma includes an integrated fast-track to Senior Practitioner status with the EMCC.

Please note: To attain the Team Coaching Diploma/Accreditation or Master's in Team Coaching, you must start with Team Coaching from Stage 1. After Stage 1, Team Coaching participants may switch to Executive Coaching from Stage 2 with a bridging course.

PROGRAMME PATHWAYS

Programme	Core Focus	Who It's For	Accreditation
Executive Coaching	One-to-one relational depth	Coaches, consultants, HR professionals, senior leaders developing others	✓ EMCC ✓ EQA
Team Coaching	Group and system dynamics	Team coaches, consultants, HR/OD professionals, L&D and change specialists	✓ EMCC ✓ TCQA
Organisational Supervision	Ethics and reflective practice	Senior coaches, consultants, faculty, non-executive directors	✓ EMCC ✓ ESQA

Our **Ashridge Accredited Coach status** is reserved for outstanding executive and team coaches who demonstrate their competence and relational coaching ability through our rigorous assessment process. This prestigious designation is a clear signal of professional credibility.

For more on accreditation, see page 20.

STAGE 3

Master's in Coaching

12 months

Reflective inquiry into your coaching practice

↕ Combined cohort:

Master's in Executive Coaching

Master's in Team Coaching

- 4 workshops (12 days total)
- 5 half-day supervision sessions (2.5 days total)
- Reflective inquiry: case study dissertation

MASTER'S

Postgraduate Diploma in Organisational Supervision

16 months

Professional qualification for coaches, consultants, faculty, NEDs, and similar supervisory/advisory roles

Postgraduate Diploma in Organisational Supervision

- 6 workshops (12 days total)
- Live demonstrations + supervision
- Assignment: 2 case studies
- Personal inquiry
- Live assessment

✓ Ashridge Accredited
✓ Eligible for EMCC Senior Practitioner Supervisor Status

EMCC Global Supervision Quality Award ESQA

SUPERVISOR ACCREDITATION – POSTGRADUATE DIPLOMA

Executive Coaching

Our executive coaching qualifications are designed to deepen your expertise and transform your effectiveness through relational practice. You will learn to reflect deeply, work flexibly, and become the coach your client needs in their most challenging moments.

Who is this programme for?

Our executive coaching pathway is designed for those working in intensive, one-to-one coaching relationships and senior professionals in leadership and mentorship roles.

Our participants typically include:
- **Senior coaches, consultants and OD specialists** seeking to ground their practice in proven relational coaching theory
- **Transitioning executives** preparing to launch a high-level consultancy or coaching career on their own terms
- **HR leaders and VPs** who coach as part of their daily role and wish to move into full-time professional practice
- **Senior professionals** wanting to become more relational, reflective leaders

Programme pathway

STAGE 1

Postgraduate Certificate in Executive Coaching

STAGE 2

Postgraduate Diploma in Executive Coaching

STAGE 3

Master's in Executive Coaching (see page 16)



At a glance

Location	Hult Ashridge campus or online (postgraduate certificate only)
Requirements	Minimum of 3 years in a coaching or consulting position, including senior leadership roles involving mentoring and professional development

STAGE 1

Postgraduate Certificate in Executive Coaching

Our postgraduate certificate is a research-informed higher education qualification that facilitates the application of theory and the development of core coaching skills, with an emphasis on personal reflection, ethical judgement, and relational presence.

- **Part-time format**: 5 intensive, experiential workshops at Ashridge or online (10 days total), including 5 facilitated supervised sessions, and a reflective journal
- **Cohorts**: 3 per year. Intakes in January and May (for face-to-face) and October (for online)
- **Online option:** A dedicated online cohort delivers the same rigorous curriculum via live, interactive sessions
- **Programme outcomes:** You will cultivate a range of relational coaching skills and a deeper capacity for self-reflection. You will develop a broad understanding of the theoretical frameworks and ethical principles needed to lead effective coaching engagements from initial contract through to completion

"The programme moved me beyond relying on tools and gave me the confidence to use the coaching relationship itself as my primary instrument. It significantly enhanced my practice."

Stephanie Conway, Senior Director Talent Development, LinkedIn

STAGE 2

Postgraduate Diploma in Executive Coaching

Upon completion of the postgraduate certificate, you can progress to the postgraduate diploma. This assessment-only module enables you to achieve Ashridge Accredited Coach status and fast-tracked EMCC Senior Practitioner recognition.

STAGE 3

Master's (MSc) in Executive Coaching

Once you hold the postgraduate diploma, you may progress to a master's degree. This one-year degree programme allows you to go even deeper into your executive coaching practice and embark on a qualitative research project with the support of Ashridge faculty. **See page 16 for details.**

MODULE 1A — Developmental workshop series

WORKSHOP 1
Developing Coaching Strategies
- Review core models of coaching
- Discover the nature and purpose of relational coaching
- Deepen core skills

WORKSHOP 2
Psychological Theories of Personality: Working in the Relationship
- Explore the major traditions of psychological thinking
- Reflect on core psychological concepts and frameworks
- Integrate learnings into relational practice

WORKSHOP 3
Repetition & Change: Working in Patterns
- Identify how organisational patterns and life stories replay in the coaching room
- Learn to address repetition and "stuckness"
- Experiment with group dynamics and the dynamics of repetition

WORKSHOP 4
Creative Change Interventions
- Discuss levels and types of organisational change
- Learn the role of "experiment" in facilitating change
- Explore a variety of creative methods and models to navigate change

WORKSHOP 5
Professionalism in the Coaching Relationship
- Hone your ethical judgement for a range of coaching situations
- Learn to navigate diversity in a coaching relationship
- Articulate your unique, emerging coaching proposition

Alongside workshop sessions, learning is practiced through coaching, reflection, peer learning partnerships, and supervision groups.

MODULE 1B — **Personal reflective journal with one-to-one tutoring**

To achieve the postgraduate certificate, you will complete an 11,000-word reflective journal built around 15 structured questions, supported by 3 tutorials. Your journal will contain evidence of your ability to integrate psychological theory with relational practice.

MODULE 2 — **Ashridge Accreditation**

Our accreditation process is a thorough, holistic assessment of your practice, requiring a portfolio of evidence and a live assessment of your coaching ability.
Requirements:
- 90 hours of coaching practice
- 10 supervision sessions (including 5 from your postgraduate certificate)
- 5,500-word case study
- 20-minute recording of a coaching session, including a transcript, personal reflection, and feedback from the client

An optional half-day preparation workshop is available one month prior to your live assessment (this is covered by your programme fee).

Team Coaching

Our highly experiential team coaching pathway empowers you to move beyond simple facilitation and understand the hidden patterns that drive how teams work. By mastering how to intervene in complex group dynamics, you will be equipped to drive impactful change in the teams you work with.

Who is this programme for?

Among the first of its kind, this pathway is for senior professionals in leadership roles and experienced practitioners working with group and organisational dynamics.

Our participants typically include:

- **Executive coaches** looking to add team coaching to their existing professional practice
- **Consultants** and **OD specialists** seeking to drive cultural change and boost collective performance
- **HR** and **L&D leaders** responsible for team development within complex environments
- **Senior professionals** wanting to become better, more reflective team leaders

Programme pathway

STAGE 1

Postgraduate Certificate in Team Coaching

STAGE 2

Postgraduate Diploma in Team Coaching

STAGE 3

Master's in Team Coaching (see page 16).



At a glance

Location	Hult Ashridge campus
Requirements	Minimum 3–5 years in a coaching or consulting role
Global recognition	One of the first and only institutions to hold EMCC Team Coaching Quality Award (TCQA) status

STAGE 1

Postgraduate Certificate in Team Coaching

Our research-informed postgraduate certificate is designed to help you understand why teams succeed—and what can hold them back. With emphasis on group-based learning in collaboration with an inspiring cohort of peers and faculty, you will gain the confidence to intervene in difficult moments, helping teams reflect more deeply on their shared purpose.

- **Part-time format**: 4 intensive, experiential workshops at Ashridge (10 days total), including skills practice and live supervision, and a reflective journal
- **Cohorts**: 1 per year
- **Programme outcomes:** You will graduate with the organisational understanding and relational skills to lead complex team coaching engagements. You will develop a deeper capacity for group reflection and the judgement required to intervene effectively in high-pressure organisational environments

> "The psychodynamic element of the team coaching qualification at Ashridge makes this programme truly unique and really valuable."
>
> **Duncan Lewin**, MD; Board Member; Team, Board & Executive Coach

STAGE 2

Postgraduate Diploma in Team Coaching

Upon completion of the postgraduate certificate, your next step is accreditation with the postgraduate diploma. This assessment-only module validates your ability to navigate group complexity, leading to Ashridge Accredited Team Coach status and fast-tracked EMCC Senior Practitioner recognition.

STAGE 3

Master's (MSc) in Team Coaching

Once you hold the postgraduate diploma, you may progress to a master's degree. This one-year degree programme allows you to go even deeper into your team coaching practice and embark on a qualitative research project with the support of Ashridge faculty. See page 16 for details.

MODULE 1A — Developmental workshop series

WORKSHOP 1

Contracting With Teams & Their Contexts
- Define the nature of teams and groups
- Master the art of contracting with teams
- Apply team coaching methodologies and core principles

WORKSHOP 2

Views on Team Coaching: Systemic, Psychodynamic & Gestalt
- Navigate conflict through psychodynamic lenses
- Make sense of group dynamics and learn how to intervene effectively
- Use psychological frameworks to enhance group performance

WORKSHOP 3

Board Coaching & Board Dynamics
- Understand the power dynamics of executive teams
- Contract effectively at board level to manage individual and social dynamics
- Intervene in the "shadow sides" of leadership teams

WORKSHOP 4

Professionalism in the Team Coaching Relationship
- Apply ethics and professional practice within complex group settings
- Manage the challenges of diversity and inter-group relations
- Adapt your approach to coach effectively in virtual and distributed team environments

You will work with the dynamics that arise within your learning group and explore your own experiences as part of a team in depth. This unique experiential feature of the programme enhances your reflective practice.

MODULE 1B — Personal reflective journal

To achieve the postgraduate certificate, you will complete a **reflective journal**, supported by 3 tutorials. This process is designed to help you transfer theoretical insights into your live coaching practice with at least two departmental leadership teams.

MODULE 2 — Ashridge Accreditation

Requirements:
- 90 hours of team coaching practice with at least 4 different teams
- 10 supervision sessions (including 8 from your postgraduate certificate)
- 5,500-word case study
- 20-minute recording of a team coaching session, including a transcript, personal reflection, and feedback from the client

An optional half-day preparation workshop is available one month prior to your live assessment (this is covered by your programme fee).

Master's in Coaching

Your master's year at Ashridge is a year of discovery and the final stage of your coaching qualification journey. By placing your own practice at the heart of a mindful inquiry, you will refine your professional voice and gain the confidence and credentials to lead at the highest levels of the coaching profession.

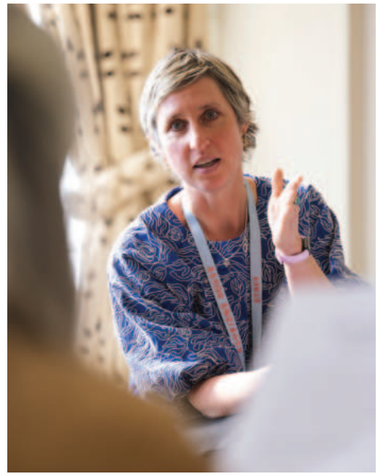
Who is this programme for?

This stage is for senior practitioners who have successfully completed our postgraduate diploma and are ready to define their unique contribution to their field through reflective inquiry.

The master's year is run as **a combined cohort of MSc in Executive Coaching** and **MSc in Team Coaching** candidates, giving you access to a diverse, multi-perspective environment while specialising in your chosen field.

Programme outcomes

By completing the full master's programme, you will graduate as a research-informed, fully accredited professional with the recognised credentials, self-awareness, and relational skills to transform your practice.



At a glance

Degree awarded	MSc in Executive Coaching or MSc in Team Coaching
Location	Hult Ashridge campus
Requirements	Successful completion of the postgraduate diploma

Note: You may choose to complete your master's year alongside or prior to the accreditation module—but all stages must be complete to obtain the master's.

MSc programme overview

STAGE 3

MODULE 3A

Inquiry into the coaching profession

The first module of your master's year is built around four intensive workshops, each taught across three days. These sessions are designed to help you look deeper into four key dimensions: the coach, the coachee, the relationship, and the organisational context. The module includes guest presentations and seminars by leading experts in the field.

Master's workshop series:

WORKSHOP 1

The Coach & Their Perceptual System
Inquiry: "How can I be perceived as effective by my clients?"

- Explore undertaking ethical qualitative research
- Evaluate how you see the world and how your personality influences outcomes
- Understand what really makes a coach effective beyond standard tools and techniques

WORKSHOP 2

The Coachee & the Significance of Emotions
Inquiry: "What can I understand about my client, and how can I involve my client in my understanding?"

- Examine how emotions, thoughts, and life stages affect a client's ability to change
- Identify the interface between coaching, meditation, and therapeutic support
- Manage the transition from feeling to thinking in a session

WORKSHOP 3

The Coaching Relationship & the "In Between"
Inquiry: "How can I learn from my critical moments with clients?"

- Uncover the unconscious processes and power dynamics that shape the coaching bond
- Study the "moments of meeting"—the critical, high-impact turning points in the coaching relationship
- Master the art of co-creativity within the coaching encounter

WORKSHOP 4

Working With the Organisation Through Coaching
Collaborative inquiry into the coaching market

- Analyse how the wider business context and the "organisation in the mind" affect your work
- Position your unique coaching offer within the modern professional market
- Engage with the dynamics of entering and exiting complex organisational systems.

Alongside workshop sessions, you will use your cohort as a community of practice to build self-awareness, deepen reflection, and receive honest feedback on your coaching presence.

MODULE 3B

Inquiry into coaching in action

The final module of the Ashridge coaching journey is a self-directed, mindful inquiry into your own effectiveness as a coach. You will treat your current client work as a laboratory for discovery, placing your own experiences and responses at the centre of the process.

Qualitative research project

The outcome of this inquiry will be a dissertation in the form of an extensive written case study of 11,000 words, involving a deep dive into yourself as a professional and your work with specific clients.

It is a meaningful process of discovery that allows you to:

- Explore critical moments, tensions, and unresolved doubts in your work
- Use relevant research and theory to critically analyse your coaching experiences
- Articulate your learning and define plans for your future development

You will be supported throughout this journey by peer coaching, small tutorial groups, and a dedicated faculty tutor.

"This has been one of the most incredible experiences I've had the privilege to do. I've loved working with wonderful people and benefitting from brilliant faculty and cutting-edge research. I've enjoyed thinking about how to apply that out in the real world to make a difference."

Faye Blois Brooke
Global Director, Talent Leadership Performance & Engagement
Dentsu

Postgraduate Diploma in Organisational Supervision

Supervision is a critical factor in the professional development and quality assurance of coaches and consultants. It requires a unique skillset. Our dedicated supervision pathway empowers you to move beyond practitioner to become a coach of coaches—helping you differentiate your practice and build your status as a senior leader in your profession.

Who is this programme for?

This programme is for experienced coaches, consultants, and faculty who want to elevate their professional standing and support the development of others. (No prior Ashridge qualification necessary.)

Programme overview

Delivered over 16 months, this programme is built around six intensive residential workshops where you will progress from the fundamentals of individual coaching supervision to the complexities of organisation development supervision and support the development of others.

Our participants typically include:

- **Senior coaches and consultants** seeking to formalise their experience through a globally recognised qualification
- **Faculty and academics** who develop coaches and others in advisory capacities and wish to ground their mentoring in ethical, relational theory
- **Non-executive directors (NEDs), advisors, and board-level leaders** looking to strengthen oversight and boardroom judgement

Programme pathway

STAGE 1

Advanced coaching supervision

STAGE 2

Advanced organisation development supervision



At a glance

Location	Hult Ashridge campus
Requirements	Coaching accreditation or degree, and a minimum of 3 years of experience in a coaching or consulting role, or experience in a NED or faculty role with at least 3 years in a coaching/consulting advisory capacity
Global recognition	One of the first and only institutions to hold the EMCC European Supervision Quality Award (ESQA)

STAGE 1

Advanced coaching supervision

- **Part-time format**: 3 intensive, experiential workshops at Ashridge House (6 days total), live demonstrations, supervised practice, and 2 written case studies
- **Cohorts**: 1 every two years

MODULE 1

Coaching supervision workshop series

WORKSHOP 1

What Is Coaching Supervision?
- Evaluate the benefits and risks of supervision for coaches and their organisations
- Use reflective theory to explore different levels of work as a supervisor
- Define the basic outcomes and boundaries of a professional supervision relationship

WORKSHOP 2

Understanding the Supervisory Role
- Master Ashridge approach to assessment, evaluation, and feedback
- Familiarise yourself with established models relating to the tasks and skills of supervision, core qualities, challenges of core qualities, aspects of personality, and feedback

WORKSHOP 3

Individual vs Small Group Supervision
- Consider the purpose and benefits of one-to-one and small group settings
- Explore the opportunities and challenges of supervising in a group rather than individually
- Use the group as a platform to explore complex client relationships

Each workshop includes a session of live supervision in small groups, where creative methods of supervision are demonstrated and practised. Participants will both supervise and receive live supervision.

Assignment

To complete Module 1, you'll write 2 supervision case studies requiring you to rigorously reflect on your current supervision work—in particular, how you adapt your approach with different supervisees.

> "I have a coaching practice, but I also work as a non-exec director in the corporate world. It's amazing how much you learn on the programme that you can actually take back into the boardroom."
>
> **Helen Sachdev**
> Founding Member, Executive Coach & Organisational Supervisor, WOMBA

STAGE 2

Advanced organisation development supervision

- **Part-time format**: 3 intensive, experiential workshops at Ashridge House (6 days total), live demonstrations, supervised practice, and a personal inquiry report
- **Cohorts**: 1 every two years

MODULE 2

Organisation development supervision workshop series

WORKSHOP 1

Supervision for Internal Coaches, Team Coaches & Consultants
- Understand the role a supervisor plays in complex, multiparty consulting
- Learn how supervisors can act as "shadow consultants"
- Explore how group supervision can be adapted to working with a team of organisational consultants

WORKSHOP 2

Supervision of OD Consulting & Creating a "Shift" in the Room
- Explore systemic models for working with the whole organisation and their implications for intervention
- Consider how shifting your supervision practice can have a transformational impact for your clients

WORKSHOP 3

Ethical Maturity in Coaching & OD Supervision
- Develop a deeper understanding of accountability, professional ethics, and the handling of boundaries
- Consider "mature relational ethics", where ethical sensitivity combines with ethical decision-making

Assignment

To complete Module 2 and prepare for the accreditation process, you'll conduct a personal inquiry report into the supervision profession.

MODULE 3

Ashridge Accreditation

Upon completion of all supervision workshops and assignments, you will be invited to present a comprehensive portfolio of evidence of your competence as a practising supervisor as part of the Ashridge accreditation process.
This is a peer-led assessment of your skills, knowledge, and experience, and includes a live supervision session with a volunteer coach or consultant provided by Ashridge.

See page 20 for more details on the meaning and value of Ashridge Accredited status.

The Ashridge Standard

Ethics, credentials, and accreditation

Choosing a coaching qualification at Ashridge is a mark of serious commitment to deepening your practice, backed by globally recognised academic and professional credentials.

Setting the standard for coaching excellence

The European Mentoring and Coaching Council (EMCC) sets globally recognised standards for coaching, mentoring, and supervision, with a strong emphasis on reflective practice and ongoing development. At Ashridge, we work in close partnership with the EMCC—both contributing to and helping shape the standards that define high-quality, ethical coaching practice.



The power of a Higher Education award

Unlike many coaching programmes, Ashridge offers formal Higher Education (HE) qualifications. As part of the triple-accredited Hult International Business School, our postgraduate certificates, diplomas, and master's degrees meet rigorous academic standards and carry the quality assurance of the QAA.

Ashridge Accredited status pathways

Executive Coach (with automatic EIA status from the EMCC)
Team Coach (with automatic ITCA status from the EMCC)
Supervisor (leading to ESIA status from the EMCC)

We're proud to hold our own independently recognised accreditation—a personalised, face-to-face process that reflects the breadth and depth of our relational approach. No other institution can offer this professional distinction. All programme participants who successfully achieve Ashridge Accredited Coach or Supervisor status are automatically recognised by the European Mentoring and Coaching Council (EMCC) as eligible for accreditation at Senior Practitioner level and are fully prepared to pursue International Coaching Federation (ICF) credentialing, should they choose to do so.

The Ashridge Code of Conduct, Ethics & Practice for Coaches

We have established a set of ethical standards, which is taught and lived through our teaching, programmes, and professional practice. This framework, unique to Ashridge, sets the benchmark for professional integrity, ensuring Ashridge Accredited coaches lead with strong ethical judgement and paramount concern for their clients' interests.

This table outlines the different standards and approaches of well-recognised professional bodies alongside what Ashridge offers.

	International Coaching Federation	European Mentoring and Coaching Council	Ashridge
Focus	Professional standards and competencies	Professional standards, ethics, and reflective practice	Development of a coach as a practitioner within **complex systems**
Philosophy	**Competency-based:** Observable skills and behaviours ↳ *"What must a coach be able to do?"*	**Developmental:** Reflective practice and professional growth ↳ *"How should a coach practise responsibly?"*	**Relational and inquiry-based:** The coach's way of being as well as doing ↳ *"Who must the coach become to work with complexity?"*
Accreditation pathway	Coaches **must apply directly** for individual ICF credentials—they cannot be awarded by training providers	Coaches **can apply directly** for EMCC accreditation or via graduating from an EMCC European Quality Award recognised programme	**Ashridge accreditation** is awarded as part of the postgraduate diploma, as well as automatic **EMCC Senior Practitioner** eligibility
Academic qualification	✗ Not a Higher Education award	✗ Not a Higher Education award	✓ **Postgraduate certificates**, **diplomas**, and **master's degrees** are all Higher Education qualifications

"When you've been through the Ashridge process, you'll have all those competencies that ICF are looking for—and more. Ashridge isn't just about accreditation. It's about growing into a professional coach."

Tünde Erdös
Class of 2023

"I came to Ashridge already trained and practising as an ICF coach, but I felt I needed to go further. I wanted to deepen my practice and have more impact with my clients."

Adel Pour Hakimi
Class of 2025

What Must a Coach Do vs. Who Must a Coach Become?

→ Scan the QR code to listen to a thoughtful discussion comparing Ashridge's approach with ICF, led by **Sally Jackson**, Ashridge Accredited Team Coach and Associate Board Member at ICF

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The Ashridge Community

Meet the expert practitioners who will guide you and explore the environment that will become your home when you join us. Hear from successful alumni who have transformed their career paths and stepped into a new level of personal and professional fulfillment as Ashridge Accredited Coaches.

FACULTY SPOTLIGHTS

Faculty Redefining the Practice

Our faculty are world-renowned practitioners from psychotherapeutic and organisational development backgrounds. They bring a wealth of experience, with research that continually pushes boundaries and sets standards for the coaching profession worldwide.

Bridging research and practice

The Hult Ashridge Centre for Executive Coaching is an internationally recognised hub of research excellence. Since 2005, we have been at the forefront of the profession, publishing several papers annually and creating the standards that define our field.

As one of Hult's Impact Labs, our mission is to bridge the gap between academic rigour and real-world impact. Our research is informed by decades of practice and, in turn, informs every programme we run.

"At Ashridge, you have the opportunity to work with some of the thought leaders in the coaching world, which was a real privilege."

Jane Cox
Executive Coach, Supervisor & Mentor

Erik de Haan

Director
Hult Ashridge Centre for Executive Coaching
PhD, Psychophysics, Utrecht University



With over twenty-five years of experience in organisational and personal development, Erik brings sharp thinking and a psychotherapeutic background to coaching at the highest levels.

Blending rigorous research with a deep understanding of human systems, he supports individuals in finding what is right for themselves and their organisations. Alongside his teaching and coaching work, Erik is a prolific author of books and a contributor to multiple journals and academic communities.

Dorothee Stoffels

Team Coaching Programme Director
MSc, Organisational Change, Ashridge



Known for helping teams name the unspoken and shift long-standing patterns, Dorothee works internationally with leaders, teams, and organisations on relational dynamics and systemic change.

Originally trained as a systemic psychotherapist, she is a founding faculty member of Ashridge's team coaching programme. Dorothee is a key contributor to the field and editor of the highly influential book *Relational Team Coaching*.

Ann Knights

Professor of Coaching Practice
& Organisation Development
MSc, Organisation Consulting
London South Bank University



If you have ever wondered where to start with large-scale change, Ann is the coach who brings calm, creativity, and practical clarity.

Her work emphasises experimentation and reflection, supported by her extensive cross-sector experience and published research into organisational coaching. Ann specialises in developing internal coaching capabilities and helping clients be innovative and positive in their response to high-stakes professional challenges.

David Birch

Associate Faculty
MSc, Integrative Psychotherapy
Metanoia Institute
MSc, Organisation Consulting, Ashridge



David is known for creating safe, honest spaces for reflection and insight. Drawing on his background in education and his tenure as Director at PwC, he brings extensive experience in facilitation, boardroom consulting, and executive coaching.

He holds master's degrees in organisation consulting and integrative psychotherapy and is accredited across mediation, coaching, supervision, and psychotherapy.

Simon Cavicchia

Associate Faculty
MSc, Gestalt Psychotherapy
Metanoia Institute and Middlesex University



Simon is an internationally experienced consultant who uses his deep understanding of human psychology to help individuals and organisations navigate transformational change.

A specialist in relational approaches, he is committed to creating respectful, supportive, and challenging learning environments. He has worked across sectors—from the NHS to financial services to oil and gas—to develop effective, resilient leaders and leadership cultures.

Judith Bell

Associate Faculty
PhD, Psychology, University of York



A chartered psychologist, executive coach, and organisational leadership consultant, Judith is an expert in revealing the hidden layers of organisational culture.

With over 20 years of experience working with individuals, groups, and teams across sectors, she specialises in leadership coaching and role consultation to board level. Her approach is firmly rooted in psychodynamic and systemic thinking, helping senior leaders understand the complex human systems they lead.

Charlotte Sills

Professor of Coaching
MSc, Psychotherapy, Middlesex University



Charlotte is an experienced coach and supervisor who has led the Hult Ashridge coaching team for many years. As Professor of Coaching, she draws on her deep background in psychotherapy and her leadership at the Metanoia Institute.

A prolific author and international teacher, Charlotte specialises in the relational approach. She has coached at senior levels across the NHS, finance, and retail–always focusing on the transformative power of working with individuals and groups.

Tammy Tawadros

Associate Faculty
MSc, Human Resource Consulting
London South Bank University



Tammy is a coach, psychologist, and supervisor. She is also a leadership and organisation development specialist. Tammy is an accredited individual and team coach, and an accredited coaching and organisational development supervisor.

She has a research and practice interest in resilience and stress, as well as in coaching for social impact and social change.

An Inspiring Setting for Learning and Reflection

Hult Ashridge is not your typical campus. Set in the stunning Hertfordshire countryside, our historic estate offers a tranquil escape from organisational noise, allowing you space to reflect, connect with peers and faculty, and hone your relational coaching skills.

Our coaching programmes are intentionally built around residential workshops. By staying on-site, you enter a contained space where you can leave behind the usual pace and pressures of working life.

This sense of containment allows for a level of psychological safety that opens the door for deep self-reflection, vulnerability, and the difficult, transformative conversations that are rarely possible in a normal corporate setting.

Historic legacy meets modern sanctuary

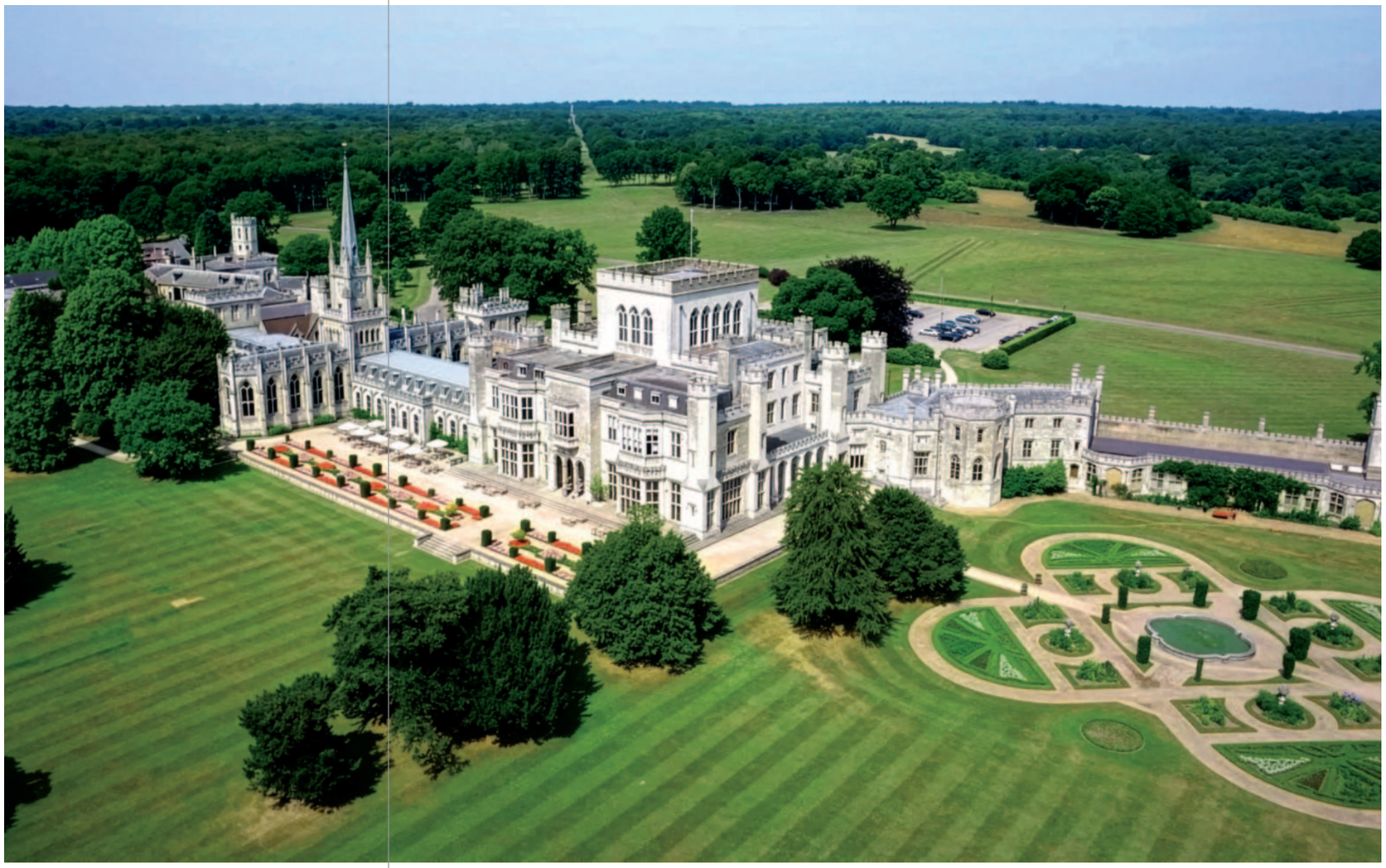
There is a unique gravitas to learning in a place that has hosted royalty, prime ministers, and great thinkers for centuries. This heritage lends a sense of perspective and weight to your own personal journey here.

Our Grade I-listed neo-Gothic house is set in nearly 200 acres of protected gardens and woodland. The physical act of walking the grounds—whether on a coaching walk or solo stroll—is part of the Ashridge experience, providing the literal and metaphorical space for new insights to take root.

Connections beyond the classroom

Some of the most valuable learning can happen in the moments between workshops. Whether it's a shared lunch in the Bakehouse café or a late-night discussion with peers in The Vault bar, the residential experience fosters a true community of practice.

These informal conversations build the relationships and lifelong networks that stay with our graduates long after they leave Ashridge.



"Ashridge has become a really special place. It is absolutely stunning and a home away from home. Not only did I make good friends here, but we have been on a professional and personal journey together."

Sean Lafleur
President and Founder, Flower Change
Former Director of Executive Coaching, Google

The building and its grounds have been used to deliver experiential leadership development for over 60 years.

At a glance

Rural setting	190 acres of gardens and trails
On-site facilities	Swimming pool Sauna Gym Restaurant Bar
Transport	30 minutes from central London via Berkhamsted



Impact After Ashridge

The Ashridge alumni community is a global network of senior leaders and transformational coaching professionals. Our graduates use their qualifications to pivot their careers, scale their practice, and lead with a newfound freedom. For many, Ashridge is the gateway to a truly rewarding vocation, where professional impact meets personal fulfilment.



Melanie Peck



Associate Executive Coach, Hult Ashridge Executive Education
Founder, Journey Coach
Former VP HR Global Leadership & OD, Beiersdorf
Master's in Executive Coaching, Class of 2023

Finding an authentic calling and identity

Before becoming a coach, Melanie was a global VP in HR, working 14-hour days. Despite outward success, she found herself wondering, "Is this it?"

Realising that her professional role had become her identity, she embarked on a journey of self-reflection with a Master's in Executive Coaching.

Using Gestalt theory to examine her South African roots and her struggles with perfectionism, she reconciled her personal history with her professional practice to become her whole, authentic self as a coach.

Now, Melanie runs her own independent coaching practice alongside her work as an associate coach for Hult Ashridge Executive Education, helping others to navigate transitions and find their own authenticity.

"The gift of my master's experience was doing this deep inquiry to understand myself better, which helped me to bring my authentic self into the coaching room."

"After more than 20 years coaching as a consultant, I joined Ashridge for new practices, models, and the latest research. My greatest learning has been reframing my own thinking—recognising that I don't need to have all the answers."

Vykinta Kligyte



Partner & Financial Sector Advisory Lead, Korn Ferry
Current participant, Executive Coaching Pathway

Refreshing perspectives, deepening practice

As a partner at Korn Ferry with over 20 years of experience in consulting, Vykinta came to Ashridge to ground her approach in the latest research and relational practice.

Having worked in demanding, solutions-driven environments, she often felt pressure to provide the answer for her clients. Her master's journey was an opportunity to reframe her approach—from being the problem-solver to being the witness who sparks insight.

By embracing the diversity of her cohort and the rigour of the Ashridge approach, she has gained the confidence to challenge C-suite and Fortune 500 leaders in her role as coach, focusing on asking the targeted questions that enable them to find their own path forward.

Simon McBride



Founder & Managing Director, Red Wolf Coaching
Former Head of People & Organisation, Investec
Master's in Executive Coaching, Class of 2022

From corporate existence to real connection

After three decades working across management consultancy and finance, Simon reached a point of self-reflection. As he put it, "Sometimes we can feel like the pedals of the bike we're on are going so fast that our legs can't keep up. And we miss the opportunity to connect."

Seeking to move from increasingly draining corporate responsibilities to a more meaningful connection with his work and family, he used his master's at Ashridge as a launchpad for his own coaching consultancy.

Today, he helps leaders navigate complexity and find fulfilment in their own work, while enjoying the balance and freedom of having his own thriving coaching business.

"Ashridge offered me the keystone and inspiration to set up my own business. It enabled me to develop the philosophies that underpin my coaching."

A Lifelong Community of Practice

Your Ashridge journey doesn't end at graduation. From lifelong access to continuing education and our latest research to exclusive coaching opportunities within the Hult network, we'll help you remain at the forefront of your profession long after you collect your diploma.





Continuous development—for life

All coaching master's graduates gain access to electives for life from Hult International Business School. Each year, you'll have the opportunity to travel to any of Hult's global campuses—or join online—to take up to two courses.

With a choice of over 150 future-focused electives and new options added every year, you'll learn from Hult's expert faculty alongside experienced professionals from all over the world.

Sample electives:

- Management in the Age of AI
- Corporate Sustainability & ESG
- Management Psychology
- Leading Change
- Developing Executive Presence

New electives are added every year to keep your skills relevant. Admin fee applies.

Exclusive alumni benefits

- **Tuition discount:** All master's graduates are eligible for a 10% tuition discount on postgraduate programmes at Hult, including our groundbreaking Doctorate in Organisational Change and highly ranked Doctorate in Business Administration, so you can continue to invest in your education with us
- **Special Interest Groups & CPD Workshops:** Join regular webinars and masterclasses led by our world-leading faculty and fellow graduates, focusing on the latest findings in coaching and organisational development

Our annual Relational Coaching Conference at Hult Ashridge campus is a highlight for our alumni and the wider coaching community, featuring illuminating keynote talks, workshops, and inspiring discussions.



Meet Adel Pour Hakimi: A full-circle Hult Ashridge journey

Adel's journey into coaching began with a search for more meaningful, purpose-driven work. After more than a decade in finance, he first trained through an ICF pathway. Then, drawn back to Hult following his earlier master's degree, he joined the Master's in Executive Coaching at Ashridge to engage more critically with his coaching work. Fast-forward to today, and he's a proud Ashridge graduate as well as a coach for our sister organisation, Hult Ashridge Executive Education, helping to deliver custom leadership coaching to some of the world's most influential companies.

"What I found at Ashridge was a different level of depth. It wasn't only about how to coach, but about understanding the layers beneath the practice. It has challenged me to think more critically about how I show up as a coach."

Adel Pour Hakimi, Executive Coach & Coaching Facilitator, Master's in Executive Coaching, Class of 2025 Ashridge Accredited, EMCC Senior Practitioner, ICF-PCC

Opportunities within the Hult Ashridge ecosystem

Hult Ashridge Executive Education

Some of our coaching graduates go on to become part of the Hult Ashridge Executive Education coach pool, working with global corporate clients to provide high-impact, custom leadership development.

Hult Alumni Coaching Network

Build your practice by connecting with fellow Hult alumni worldwide who are seeking executive coaching. Our alumni coaching network is a dedicated platform that matches coaching graduates with prospective clients from across the wider Hult community.

ALUMNI BENEFITS

When we surveyed our coaching graduates at our 2025 graduation ceremony, we learned:

- Every participant reported a deepening of their coaching capability
- Many had already gained new clients, changed roles, or launched their own practice
- Most described a shift away from tools towards a more relational, responsive way of working

Access the Latest Insights From Ashridge

→ Scan to follow us on LinkedIn and stay up-to-date with new faculty research, webinars, and highlights from our recent Special Interest Groups.

Apply to Join Us

We're looking for senior professionals and practising coaches who will bring intellectual curiosity and emotional insight and are motivated to participate in a rich peer-learning community

Application process →

Step 1

Online application

→ hult.edu/coaching/apply-now

Start your journey by submitting your online application form, which includes evidence of your experience and education, a personal statement, and two professional references

Step 2

Pay the 95 GBP application fee

Step 3

Interview

If you are applying for the full master's pathway, you will be interviewed by a faculty member

Step 4

Admissions decision

Successful applicants will receive an offer letter from our admissions team



Coaching and supervision entry requirements

- **Professional experience**: A minimum of three years' experience in an organisational coaching, consulting, or mentoring role that involves development of others in their professional remit.
- **Educational background**: An undergraduate or master's degree (or equivalent academic award). For mature practitioners without these qualifications, we look for evidence of appropriate conceptual and study skills.
- **English proficiency**

Programme fees

For up to date programme fees, intake dates, and admissions deadlines for each programme, visit our website:
→ **hult.edu/coaching**

"Being a consultant working with the C-suite, I think it's very easy to have impostor syndrome. This programme has given me the confidence and credibility to realise my path."

Vykinta Kligyte, PhD
Partner & Financial Sector Advisory Lead, Korn Ferry



Our admissions process is designed to be thoughtful and collaborative to ensure the right fit.

Have a question?
We'd love to hear from you.
- Email us at **admissions@ashridge.hult.edu**
- Or call **01442 902 204**

ADMISSIONS

Our current participants come from:
- Leading consulting and advisory firms, including McKinsey & Company and Egon Zehnder
- Public sector and regulatory bodies, including the NHS and Financial Conduct Authority
- Global corporates operating in complex environments, including ING, Accor and Coca-Cola

Experience Ashridge before you apply

We host a number of virtual and in-person events throughout the year to introduce you to our programmes and share insight from our faculty. Join us to learn more about the Ashridge experience and application process before applying.

→ Scan to explore upcoming events

Globally Recognised for Excellence

As part of the triple-accredited Hult International Business School, and alongside our sister organisation Hult Ashridge Executive Education, we're proud to be consistently recognised as part of the world's leading institutions for business education and leadership development.

International rankings

FT FINANCIAL TIMES

Top 20 Executive Education, 2025
Top 50 Masters in Management, 2025
Top 50 Masters in Finance, 2025
Top 100 Global MBA, 2026
Top 100 Executive MBA, 2025

QS WORLD UNIVERSITY RANKINGS

Top 20 Online MBA Program, 2025

LinkedIn

Top 50 MBA Program, 2025

POETS & QUANTS

Best Undergraduate Business Schools, 2025

Bloomberg Businessweek

Best Business Schools, 2025

The Princeton Review

Grad School for Entrepreneurship, 2025

Forage

Top Universities for Experiential Learning, 2023

MERIT

Winners of the Innovation in Higher Education Award, 2023

FORTUNE

Best MBA Programs (#41), 2026
Best Online MBA Programs (#28), 2024
Best Executive MBA Programs (#50), 2024

Worldwide accreditations

AACSB ACCREDITED

ASSOCIATION AMBA ACCREDITED

EQUIS ACCREDITED

NECHE New England Commission of Higher Education

CAA

Hult International Business School is a 501(c)(3) nonprofit educational organization registered in the Commonwealth of Massachusetts, accredited by the New England Commission of Higher Education (NECHE) to award US degrees. Hult's London campus is regulated by the Office for Students (OfS). For additional accreditation information please visit **hult.edu/rankings**

Passionate about impact

EF Forest Initiative

The EF Forest Initiative was created in 2021 to take positive climate action through the creation and conservation of forests in some of the most important ecosystems in the world. Since starting, we have planted nine million mangrove trees in Kenya, Madagascar, and Mozambique together with Eden Reforestation Projects.

→ **impact.ef.com**

The Hult Prize

The Hult Prize is the world's largest student competition for social enterprise, inviting students from 120+ countries to build ventures that tackle urgent global issues. With 1 million USD in seed funding awarded annually to the winning team, it's a launchpad for the next generation of impact-driven entrepreneurs.

→ **hultprize.org**

Commitment to net zero

Hult International Business School is a proud signatory to the UN Principles for Responsible Management Education. We are committed to embedding ethics, responsibility, and sustainability across our curriculum, research, and campuses.

→ Scan to Read Our PRME Report