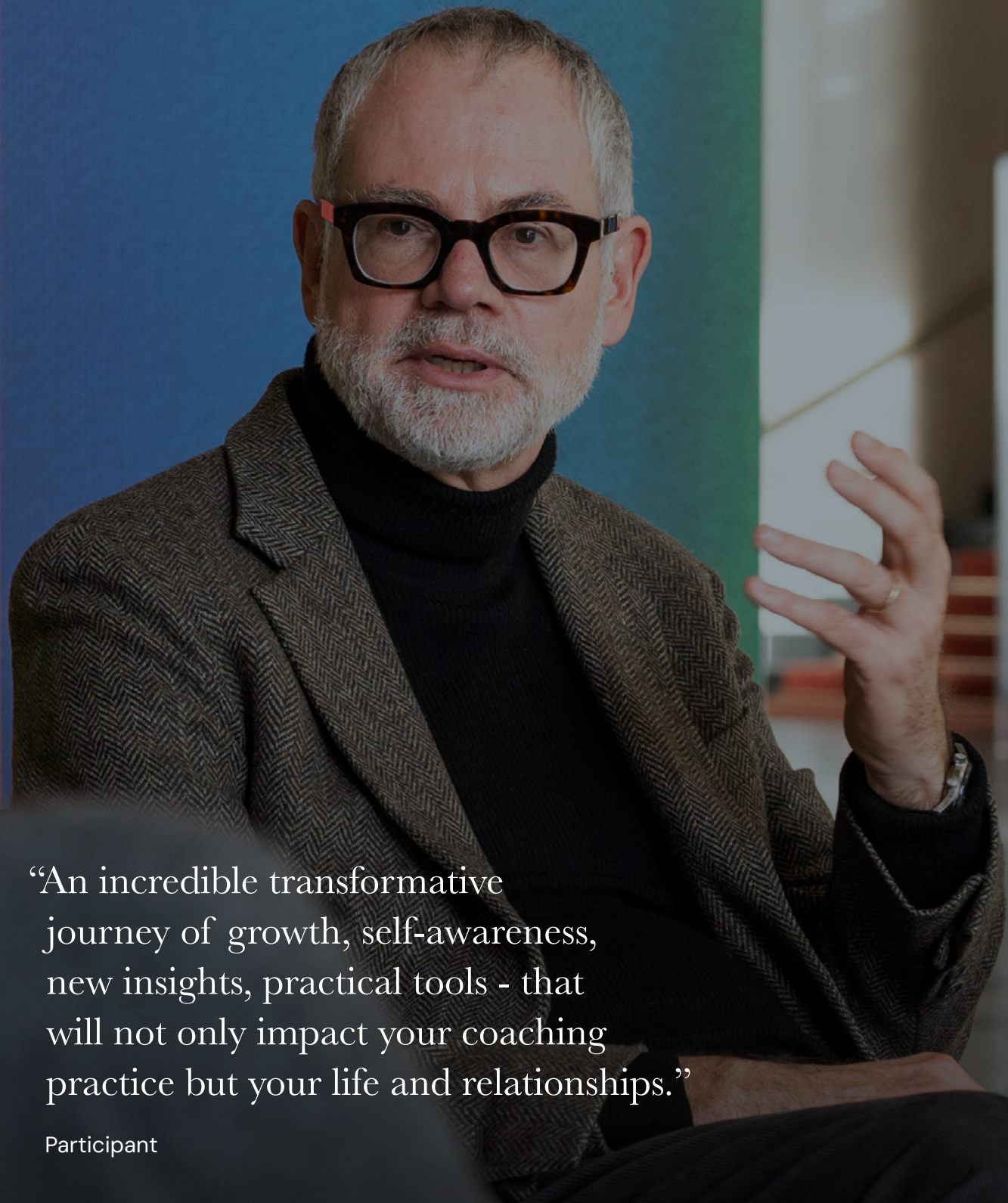


Group & Team Coaching Practicum

KDVI Advanced Practitioner Programme

100 ICF CCES | 5 MODULES | 7 MONTHS





“An incredible transformative journey of growth, self-awareness, new insights, practical tools - that will not only impact your coaching practice but your life and relationships.”

Participant

The only ICF-accredited psychodynamic-systemic group and team coaching certification

From Individual Coach to Confident Group and Team Practitioner

The world of coaching has changed. Leaders are asking coaches to enter their teams, their boardrooms, their most complex human systems.

Many coaches can facilitate a group or team. Far fewer feel equipped to coach one. Where facilitation helps a group work better in the room, team coaching builds something that lasts beyond it: a team that has the capacity to reflect on itself, catch its own dysfunctional patterns early, have honest conversations and sustain higher performance through disruption and change. Doing that well requires a clinical lens, one that is psychodynamic, systemic, and attuned to what is actually happening in the room.

The Group and Team Coaching Practicum (Practicum) was created to close that gap.

It is the only ICF CCE-accredited programme that trains coaches through a psychodynamic and systemic lens, preparing them not just to understand group and team dynamics, but to work with them live.

What distinguishes this programme is what participants experience: the rare opportunity to practise their craft in a safe, supported and genuinely challenging environment, to coach groups and teams, receive real feedback, and develop the confidence that only comes from doing the work.

The ICF now recognises team coaching as one of the fastest-growing disciplines in the profession* and has developed a dedicated competency framework and an advanced credential (ACTC) to reflect this.

*ICF Launches Team Coaching Advanced Certification and Accreditation (2024)





Why this Programme

Develop clinical confidence, systemic awareness and practical approaches to coach groups and teams.

Leadership teams spend much of their time working collectively, yet most executive coaching still only addresses leaders one-to-one. The highest-leverage interventions work with the team as a whole: surfacing hidden dynamics, naming what is happening between people, and helping teams move from dysfunction to increased performance.

The Practicum is built on KDVI's 40 years of psychodynamic and systemic methodology, developed by one of our founders, Professor Manfred Kets de Vries, and used by coaches worldwide who work with CEOs and their top teams at the likes of Goldman Sachs, Shell, Unilever, and McKinsey.

What sets this programme apart from other group and team coaching certifications is its depth. We do not teach techniques alone. We cultivate a clinical lens: the capacity to see below the surface, understand what a group is doing unconsciously, and explore those findings in service of the team's learning and growth.

What brings people to this programme:

“I coach individuals effectively but feel out of my depth when the whole team is in the room. How do I hold that space?”

“I can sense dynamics beneath the surface, but I lack the language and frameworks to work with them confidently, in the here and now.”

“I want to understand the progression from individual to group to team coaching, and develop a more integrated, systemic practice.”

“I rely on structured approaches (e.g. cognitive behavioural coaching) but often feel I am not reaching the underlying issues driving behaviour.”

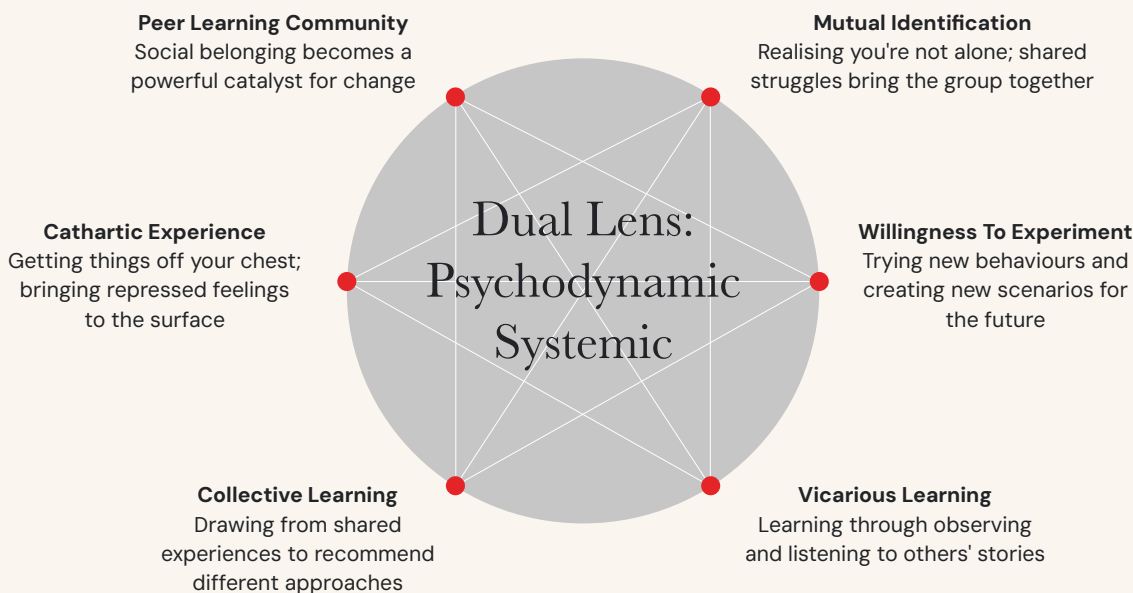
KDVI's Psychodynamic Group and Team Coaching Model

KDVI's model treats a group or team as a living system. It attends to both what is visible, what is said and enacted, and what operates beneath the surface: the (often unconscious) roles people take up, the emotional undercurrents in the room, implicit contracts, patterns of authority, and recurring relational dynamics. Psychological safety forms the foundation, creating the conditions for honest self-examination, constructive challenge, and development. From this base, participants learn to work with a dual lens: psychodynamic and systemic.

- **Psychodynamic:** Focuses on the inner world, unconscious patterns, defences, transference and recurring relational scripts.
- **Systemic:** Explores task, role, boundary, authority, stakeholder context and the wider organisational system.

While tools and frameworks are important, the coach is the primary instrument of the work. Developing the coach's capacity to observe, interpret, and intervene in real time is central to effective team coaching. Throughout the programme, participants build the ability to listen beneath the content, hold hypotheses lightly, use their own responses as data, and intervene in ways that foster reflection rather than provide premature solutions.

Central to the model is the intentional use of tipping points: moments that catalyse change within groups and teams. These include catharsis, identification ("I am not alone in this"), deeper meaning-making, vicarious learning and the experience of genuine connection and belonging.



One Method, Two Different Units of Change

The programme builds foundational capability in a psychodynamic-systemic method and then teaches participants how to apply it to two distinct settings: group coaching and team coaching. The distinction is explicit throughout the programme.

	Group Coaching	Team Coaching
Unit of change	The individual in the group	The intact team as a whole
Typical setting	A learning group where individuals develop through shared experience	A real team with shared tasks, high levels of interdependence, stakeholder context and performance consequences
Primary focus	The group amplifies individual learning and behavioural change through vicarious experience and mutual identification	Task, process, boundary, authority, roles, conflict norms and collective functioning





Team Coaching as a Catalyst for Team Performance

Most teams do not underperform because they lack talent or strategy. They underperform because of what is happening beneath the surface: unspoken tensions, entrenched habits, and patterns of behaviour that no one has yet found the language to address.

Psychodynamic-systemic team coaching works at precisely this level. It creates the conditions for teams to examine, honestly and constructively, how they function and why.

The impact is measurable. Research from McKinsey shows that teams with high levels of trust, communication, and effective decision-making are twice as likely to achieve above-median financial performance.

Gallup estimates the global cost of disengagement at \$8.9 trillion in lost productivity each year.

A dysfunctional team typically operates at only 60–70% of its potential. The gap appears in delayed decisions, fragmented collaboration, avoidable turnover, and a culture that quietly loses its strongest people.

Psychodynamic-systemic team coaching offers something more enduring than a team-building day or a strategy offsite. It works with the underlying dynamics that shape behaviour, shifting what is often unseen or unsaid, and in doing so, unlocking a team's full potential.

Programme Journey

A structured arc from psychodynamic and systemic foundations, through live group coaching practice, to designing and delivering real team interventions.

1. Know Thyself Psychodynamic foundations and self as instrument

2.5 days

Who am I as an instrument?

Entering the psychodynamic–systemic world

This opening module establishes the conceptual and relational foundations for the programme. Participants are introduced to the core frameworks of the psychodynamic and systemic approach, not as abstract theory, but as lived experience, explored in real time through the group. Central to this module is a focus on the coach as the primary instrument of the work.

Core Elements

- Clear distinctions between individual, group and team coaching.
- Key psychodynamic concepts including unconscious process, attachment, defence and recurring relational patterns.
- Self as instrument, reflective practice and the role of the coach.
- Personal development planning, supervision and InterVision.

2. The Secret Life of Groups Individuals in groups and group dynamics

2 days

Understanding, diagnosing, and navigating group dynamics

Building on the foundations, this module focuses on group coaching. Participants deepen their understanding of how groups form, evolve, and at times regress, and develop the ability to read and respond to what is happening beneath the surface. Through an immersive simulation, participants experience group dynamics in real time, gaining first-hand insight into the complexity of group behaviour.

Core Elements

- Group-as-a-whole thinking and basic-assumption dynamics
- Membership, identity, roles and authority in groups
- Practical tools and techniques for group coaching
- Designing effective group coaching interventions
- Peer supervision: integrating theory and practice

3. Into the Relational Soup Group coaching in action

2.5 days (5 x half days)

Intervening skilfully in live group coaching sessions

This stage of the programme focuses on practice. Participants apply their learning by coaching a live group and to experience being coached in turn. Sessions are observed by experienced supervisors, who provide support, challenge, and structured debriefs.

Core Elements

- Live group coaching facilitated by participants
- Structured observation and peer feedback
- Supervisor-led debrief and sense-making after each session
- Peer InterVision and reflective practice between modules

4. The Hedgehog Effect Team dynamics and team coaching

2 days

Understanding, designing, and coaching teams in organisational systems

This module shifts focus from group to team coaching. Participants learn how team coaching differs from group coaching, in diagnosis, design, and delivery, and practise designing real team interventions. Participants leave with a concrete team coaching design they will implement before Module 5.

Core Elements

- The difference between group coaching and team coaching in practice
- Team psychodynamics: roles, power, authority, boundaries and structural context
- A design lab in which participants build a real team coaching intervention

Live Application

Live application of learning and experience to date

Between Modules 4 and 5, participants apply their learning by working independently with an intact team to deliver a full day of team coaching. This phase is where insight is translated into action. It enables participants to integrate their learning, build experience, and develop the confidence to lead group and team coaching engagements in their ongoing practice. At each step they are fully supported by supervisors.

Core Elements

- Live team coaching with a real team
- Structured support from supervisors and peers to guide design and reflection.
- Integration of group and team coaching learning in live practice
- Preparation for the Practicum's final assessment: a reflective paper

5. From Field to Framework Case, conference & celebration

1 day

Becoming a group and team coach: learning, ethics, and professional identity

The final module focuses on consolidation and closure. Participants present their live team coaching work, sharing insights, challenges, and learning within a reflective and supportive environment. Certification is awarded upon completion of all requirements, with time set aside to recognise and celebrate the commitment and progress made throughout the programme.

Core Elements

- Small-group and plenary case presentations based on live team coaching work
- Integration of theory and practice across Modules 1–4
- Consolidation of coaching mindset, ethical discipline, and future development goals

Self Directed Work Assessment

Prior to programme start, participants are asked to complete KDVI's Inner Theatre Inventory (ITI™). Before each module there is typically one hour of pre-reading (and optional reading suggestions if time permits). Participants must keep a Personal Development Plan, and a reflective paper is due after the live application and before Module 5.

A Practicum in the Fullest Sense

The Practicum is built around one central conviction: coaches learn to coach groups by coaching groups, not by sitting in lectures about them.

Every participant coaches live. Every participant is coached. Every session is observed, debriefed and connected back to theory. This is the kind of learning that cannot be replicated by reading or passive participation.

The programme builds deliberately towards increasing complexity, from conceptual foundations through live group practice to real-world team intervention design and delivery.

Supervision: A core programme strength

Every participant is assigned to a home group with a dedicated supervisor who follows their development across the full programme. KDVI supervisors are selected not just for coaching skill but for their deep familiarity with the programme's content and methodology, so that what emerges in supervision connects directly to what is being learned in the modules.

The model includes individual and group supervision, peer InterVision between modules, and an external supervision thread that runs throughout.

“This programme helps you find the language and builds your skills to create safety, increase positivity and productivity, and build sustainable change.”

Participant

“Grab it! The Practicum is a way to start cracking the code of what is holding you back in your team coaching practice. A great opportunity to blend reflection, interaction and action.”

Participant



Programme Highlights

The programme offers a transformation in how coaches understand, enter, and work with groups and teams, a shift not just in competence, but in confidence and professional identity.

Psychodynamic Confidence

Coaches move from surface-level understanding to genuine clinical capacity to name transference, read projective processes, and intervene with precision and care.

Systemic Confidence

Participants gain a deeper understanding of structural dynamics and how to affect organisational change. They can link insights from team coaching interventions to the broader organisational or systemic context.

Live Practice

All participants coach live multiple times with expert supervision. Working with real groups and teams becomes a practised, embodied capability.

Session Design Mastery

Participants learn to diagnose what a group or team needs and to design interventions with intention, knowing which tools to reach for, in what sequence, and why.

Supervision

Through one-to-one & group supervision and InterVision, participants are able to fully integrate their learning. They leave with deeper clinical curiosity, the ability to be both

in and outside the group or team (participate and simultaneously observe) and use self as an instrument by processing emotions in the here and now.

Ethical Rigour

The programme treats ethics as a living commitment. Coaches leave with clarity about their responsibilities, their boundaries, and the courage required to hold them.

ICF Professional Accreditation

The programme is designed to support participants pursuing the ICF's Advanced Certification in Team Coaching (ACTC). It aligns with Option 1 of the ACTC application pathway. [See details here.](#)

In addition, participants can apply the programme's Continuing Coach Education (CCE) hours towards the renewal or progression of their individual ICF credentials.

Lasting Peer Community

The cohort becomes a genuine community of practice offering connection, case consultation, and professional accountability long after the programme ends.

“I am much more aware of my style, my effectiveness in coaching, and much more comfortable in designing group and team coaching sessions and applying tools and concepts from the Practicum.”

Participant

“This inspiring roller coaster turned me upside down and inside out, leaving the journey as a better person, better-equipped team coach and having a new family!”

Participant



Participant Profile

This programme is designed for coaches ready to move beyond individual work into the complex and rewarding territory of groups and teams.

Participants are selected for maturity, depth of experience, psychological sensitivity and a clear sense of purpose in their work with leaders. Cohorts are deliberately diverse, drawing from corporate, consulting, clinical and NGO backgrounds across Europe, APAC, the Americas and the Middle East. That diversity is not incidental. It is essential to the quality of the peer learning experience.

Particularly relevant for:

- Coaches seeking to expand from individual into group and team contexts
- Internal coaches and OD practitioners working with leadership teams
- Consultants and facilitators wanting to deepen the clinical quality of their group work
- Psychologists and clinicians moving into organisational coaching
- Senior HR and L&D leaders seeking rigorous grounding in coaching psychology

Prerequisites

Participants are expected to have a foundation in individual coaching and to be actively practising. The programme is selective and the admissions process ensures alignment between participant experience and programme expectations. Where readiness is uncertain, a conversation with the Programme Director will help determine next steps.

“A wonderfully diverse pool of participants that I learned so much from and was humbled to be part of... a wonderful mix of styles, approaches and perspectives. Thank you for giving me such an incredible development experience.”

Participant



Meet the Team

Programme faculty are not just experienced supervisors. They are practitioners who have spent decades working in the field they teach, each bringing a distinct combination of clinical depth, commercial experience and teaching excellence.

Els Valk - Programme Director

Els brings over 25 years of international experience spanning commercial leadership roles at major multinationals and organisation effectiveness consulting. Her last corporate position was leading the Organisation Effectiveness Practice for Cargill Inc. in Europe, covering strategy implementation, change management and M&A integration. Since 2009, she has been faculty, lead executive coach and supervisor at INSEAD, where she has developed a particular gift for translating coaching insights into practical, working reality. Her approach is direct, warm and grounded in psychodynamic thinking. Els has lived and worked across Brazil, the USA, the UK, France, Belgium and Eastern Europe.



Frank Manesse - Supervisor

Frank brings over 32 years of experience across four interlocking roles: consulting, executive coaching, teaching and supervision. His career spans education, sales, operations, HR and leadership development, giving him an unusually broad vantage point on how organisations actually work. He has worked globally with organisations as varied as the Belgian Army, Swiss Life, IBM, EY and VF Corp, and has developed a particular depth of understanding around cultural diversity and its impact on leadership in both physical and virtual settings. As a supervisor on the programme, Frank draws on this breadth to help participants connect their coaching development to the complex, cross-cultural organisational realities they work in every day.



“You should apply for the Practicum if you want to grow as a group or team coach and work with a world-class faculty.”

Participant

Charlotte Williams - Supervisor

Charlotte has been a Director of Tavistock Consulting and a senior organisational consultant and coach with over 25 years of experience working with people across public and private sectors, from those new to leadership through to executive and board level. Before moving into consulting and coaching, she worked as a therapist, clinical supervisor, trainer and service leader, giving her a grounded, hands-on understanding of complex group dynamics and organisational change that is rare in this field. Charlotte is a systems-psychodynamic practitioner and one of very few consultants in the UK who works bilingually in Welsh and English. She has extensive experience of Group Relations Conferences in the UK and internationally and has taught on team coaching and consultancy at the Tavistock and at business schools around the world.



Laurent Vuibert - Supervisor

Laurent combines executive coaching and supervision with over two decades of experience working with senior leaders across Europe and Asia. Before coaching, he built his career in the field, scaling businesses in France and China across hard discount and shipbuilding and co-founding a software venture. After twenty years in Shanghai and Singapore, he is now based in Madrid. Laurent works with leaders and coaches in situations where intelligence, experience, and established frameworks are no longer sufficient to see clearly what is happening. His supervision practice focuses on helping coaches stay present and discerning in complex relational fields, particularly when working at the edge of their own development or with senior clients in high-stakes environments. He works in English and French.



Veronique Doux - Supervisor

Veronique brings 30 years of coaching practice, senior international management experience, and a C-suite background in global corporate communications. She coaches across the full leadership spectrum, from Executive MBAs to board members, and across organisational contexts from start-ups to large global enterprises. A lead coach at INSEAD and L'École Polytechnique, she has an approach grounded in psychodynamic thinking. As a supervisor, she creates the space for coaches to pause, make sense of their experience, and deepen their understanding of themselves, their clients and the systems they work within.



Roger Lehman - Lecturer

Roger is a Professor at INSEAD's Singapore campus and Director of the Executive Masters in Coaching and Consulting for Change, a programme he helped shape from the beginning, having been instrumental in establishing the INSEAD Global Leadership Centre in 2002. His clinical, teaching and consulting career spans over 35 years, taking him to assignments on every continent, including Antarctica. Roger's academic background is unusually broad, spanning anthropology, sociology, clinical social work, psychiatry, organisational psychology, and psychoanalytic training, and it is this range of lenses that distinguishes his approach to leadership and leadership development. His current focus is on leader development in Asia and Africa. Roger is an active member of the American Psychological Association, the International Psychoanalytic Association and the International Society for the Psychoanalytic Study of Organisations and has spent much of his career bridging the gap between the psychoanalytic and business communities.



Manfred Kets de Vries - Guest Speaker

Manfred is Co-founder of KDVI and Professor of Leadership Development and Organisational Change at INSEAD, where he was also the Founding Director of the Global Leadership Centre. His work sits at the intersection of international leadership, psychoanalysis and organisational change, drawing on a background that spans economics, an MBA and DBA from Harvard Business School, and psychoanalytic training through the Canadian and International Psychoanalytic Associations. The Financial Times, The Economist and others have recognised him as one of the world's leading thinkers on leadership. He is the author or editor of more than 50 books and over 400 scientific papers, and has written extensively for publications including the New York Times, the Wall Street Journal and the Financial Times.



Stephanie Shirley-Smith - Programme Manager

Stephanie is a Programme Manager at KDVI, working closely with faculty and participants across the full arc of open enrolment programmes, from planning through to delivery. She brings a background in education and project management, including a career as a modern foreign languages teacher in the UK, where she held leadership roles in curriculum development and staff mentoring. Participants tend to notice her calm, responsive and solution-focused approach, particularly when the unexpected happens. Stephanie is fluent in German, having been born in Germany and raised in the UK.



Dates, Fees & Admission

Format	5 virtual modules, group and individual supervision, InterVision and final reflective paper
Duration	7 months, September to March
Module 1	September 2026 Know Thyself: Psychodynamic & Systemic Foundations and Self as Instrument
Module 2	October 2026 The Secret Life of Groups: Understanding Group Dynamics
Module 3	November 2026 Into the Relational Soup: Group Coaching in Action
Module 4	December 2026 The Hedgehog Effect: The Challenges of Teams
Live Application	December 2026 to March 2027 Coaching a live team
Module 5	March 2027 From Field to Framework: Case Conference, Consolidation and Celebration
Cohort Size	15–20 participants; deliberately small for depth of learning
ICF Credits	100 CCEUs (74 Core, 26 RDs)
Programme Fee	£8,950 (ex VAT) Instalment plans available on request
Discounted Places	Limited places for coaches from NGOs, social enterprises, or impact organisations. Contact us to discuss eligibility.

Find out more

Stephanie Shirley Smith
Programme Manager
stephanie@kdvi.com

Apply online

kdvi.com/group-coaching-practicum



About the Kets de Vries Institute

The Kets de Vries Institute (KDVI) is a specialist leadership and organisational development consultancy, founded in 2010 by Professor Manfred Kets de Vries, Elisabeth Engellau and Oriane Kets de Vries.

We have developed and refined an approach that goes beyond competency frameworks and surface-level diagnosis. Our work uncovers the deeper drivers of leadership behaviour, the patterns, resistances, and blind spots that determine whether real change happens or not. It's the kind of work coaches recognise.

That thinking is reflected in more than 50 books, 400+ academic and practitioner articles, and coaching methodologies that have shaped practice at INSEAD, Harvard, MIT, ETH Zurich, and beyond.

Today, KDVI operates across five continents and 27 countries, with a faculty of over 100 coaches and consultants representing 25 nationalities and 18 languages. Our clients include Fortune 500 companies, family businesses, and non-profits across finance, pharma, healthcare, law, and humanitarian aid.

As pioneers in group and team coaching, we've built something we're proud to share with the wider coaching community. This programme brings that body of work to coaches who want to go deeper with the teams they serve.

“I very much appreciated the blend of different learning components. The full days online flew by, and I was able to stay engaged and present, which is no mean feat for a virtual delivery”

Participant



KDVI - Developing reflective
leaders who change the world.

kdvi.com