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OXFORD  
BROOKES  
UNIVERSITY

Business School

# RELOCATION COACHING PROGRAMME



# How Does It Work?



- **A Revolutionary Programme**

The Relocation Coaching Programme is a joint development between EuRA and OBU and we have brought our respective skills together to deliver a globally relevant and highly cost effective coaching programme for relocation professionals.

- **A New Approach to Relocation Training**

We know how expensive in both time and money attending external training can be and this is why we designed this programme to be totally online.

- **In My Own Time**

There are 4 Programmes, each consisting of 3 Modules. Each Programme is delivered throughout the year and each Module is online for 5 weeks and takes around 6 hours to complete. Previous delegates tell us they spend around one to one and half hours per week on each Module. Easy!

- **What Will I Learn?**

The course begins with the basics of coaching, what it is, and some of the approaches used by coaches across the world. We have taken those core skills and applied them directly to the relocation process. Each Programme develops the level of depth and complexity of this fascinating subject, giving delegates a comprehensive and usable toolkit that they can apply to their day to day work with clients, transferees and colleagues. The Relocation Coaching Programme is built on a comprehensive Competency Framework for the skills needed by relocation professionals working using coaching tools.

- **Shared Learning**

We all have valuable knowledge and skills and sharing this knowledge is central to your professional development while working on the Relocation Coaching Programme. The virtual environment developed by Oxford Brookes University is the same as the system they use to deliver their Global MBA programme and while being technically brilliant, is also incredibly easy to use. Chat rooms and discussion boards, are a central part of the learning experience.

- **What's Involved?**

Each module consists of an opening audio presentation by Carmelina Lawton Smith, Senior Lecturer in Training and Development in the Department of Management and Organisational Skills at Oxford Brookes University. The main learning content is contained in the Lecture Room, where the structure of the Module is laid out. Follow the Lecture Room guidelines and you will be asked to undertake further reading and participate in the online discussions as well as give your opinion on the relocation scenarios that apply the knowledge you have gained, directly to our industry. When you have completed all the section of the lecture room, you will be prompted to undertake the online assessment.

- **Support**

Each module is supported by Carmelina and relocation industry professionals who have undertaken the Relocation Coaching Programme and who act as mentors.

- **Managers Toolkit**

Alongside the Competency Framework, which outlines the skills that relocation professionals can expect to gain from the Relocation Coaching Programme, all of the materials are designed to be easily downloaded and stored, building into an valuable and comprehensive resource file, that can be used in the workplace as a discussion and training tool for all employees. We also supply a Manager's Toolkit, designed to reinforce the learning experience and provide a good basis for shared appraisal.

- **A Professional Qualification**

Delegates will receive a Certificate of Attendance for each Programme completed from Oxford Brookes University and a Certificate in Cross Cultural Coaching from EuRA on completion of all four Programmes. The Relocation Coaching Programme is also EARP accredited and each Programme is worth 50 points.

# Programmes A&B

## Programme A

- Module 1 - Introduction to Coaching and the GROW Model**  
 Coaching is based on two principles; raising a persons' awareness of what they can achieve and then enabling them to reach their goals. One of the most successful models used to achieve this is the GROW model. **G** is for **Goal**; what goal does the client want to reach? **R** is for **Reality**; what is happening for the person now? **O** is for **Options**; helping the client to identify the options open to them. **W** is for **Wrap Up**; what will the client do to achieve the goals they have identified? This module looks at the GROW model in the relocation context and helps relocation professionals to identify the needs of the client and work with them to get the best possible outcome for the relocation process.
- Module 2 - Coaching Skills**  
 The relocation business relies on our exceptional communication skills. When working across cultures, be it with customers, suppliers or other business contacts, clear communication is a great asset. Our success depends on our ability to build rapport and to get our message across in often challenging and difficult circumstances. This module starts the focus on the key skills of coaching, questioning, listening and feedback. Effective questioning and listening techniques can be a powerful influencing technique and can be useful in both transferee and client interactions. The aim of this module is to give delegates control over interactions to ensure they build effective working relationships with others.
- Module 3 - Transactional Analysis Part One**  
 Within the relocation industry we meet a variety of people and often work with challenging personalities irrespective of their culture or nationality. Building our understanding of people can help us create a more effective service and meet each customer's individual needs. This module introduces the Transactional Analysis Ego States model which can be used to understand and manage interactions. This psychological approach can help delegates assess and manage challenging interactions to support enhanced customer service.

## Programme B

- Module 4 - Roles & Responsibilities**  
 In our industry, we are driven by our knowledge of how much it takes to help the transferees settle. In some cases, the amount of work we are paid to do versus the amount of work we know they need, are very different things. How do we reconcile what we know they may need, but we are not paid to deliver? In this module, the focus is on building trust while establishing boundaries that enable effective working. The use of coaching skills can assist us in realising when we are going beyond our obligations to our clients.
- Module 5 - Giving Feedback and Challenging Supportively**  
 When giving feedback, there are good strategies and great strategies! This module will look at how feedback is best given in order to help our clients realise their goals. Understanding what that feedback means can often lead to disputes, but in this module, we will look at how we can take that potentially difficult situation and learn skills to supportively challenge our clients. When relocating someone to our city, we will have a far greater knowledge base than the transferee and this module will help us to clarify the client's needs, while using appropriate techniques to challenge what we may see as bad decisions.
- Module 6 - Learning**  
 We learn according to a cycle;  
**Concrete Experience** ⇨ **Reflection** ⇨ **Abstract Conceptualisation** ⇨ **Testing**  
 For example:  
 A child touches a hot cooker top—this is a concrete experience. On reflection, the child realises that touching the hot cooker top caused pain. This leads to the abstract concept that all cooker tops may be hot, so next time the child will test this theory by holding their hand close to, but not touching the cooker top. However, many of us learn more in one area than another. Some of us are experience-driven, some of us are more reflective. Knowing where we are strongest in this cycle helps us to identify where we can sometimes learn more. Conversely, being able to identify where our clients are strongest in this cycle helps us to work more effectively with them.

# Programmes C&D

## Programme C

- **Module 7 - Handling Change**  
Change management is absolutely key to the relocation process and knowing how change impacts on the individual is the focus of this module. The module will examine the latest research in neuroscience and look at patterns in the social environment and how we respond to them, and then use a new model to put this theoretical framework into professional practice. Using the SCARF model, the module encourages delegates to look at their own experiences when working with transferees and families. Looking at **S**tatus, **C**ertainty, **A**utonomy, **R**elatedness and **F**airness (SCARF) enables us to really understand the individual we are working with and then, by applying the coaching skills already learned, work with them to minimise the impact of change.
- **Module 8 - Emotional Intelligence**  
Emotional Intelligence describes the capacity, skill, or in the case of the model we will apply in this module, the self-perceived ability to identify and assess the emotions of ourselves and others, as well as learning how to manage them. In coaching, learning the skills of EI, or learning techniques to increase one's own EI has an obvious significance. In any environment where we work one to one with someone, the skills involved in working in a truly emotionally intelligent way are central to building a successful relationship. In relocation, the application of this module to our professional practice is particularly evident.
- **Module 9 - Positive Focus**  
The language we use with clients is critical. When guiding transferees and families through transition, it is essential that their expectations are positively managed. All relocations involve change. Many involve negative changes to lifestyle, family life and the consequences of culture shock. This module looks at the difference between positive thinking and positive focus and stresses the importance of working with transferees in such a way to give them a feeling of positive, personal power over the process they are involved in.

## Programme D

- **Module 10 - Transactional Analysis 2**  
Following from recognising ego states, this module delves deeper into recognising and matching, or moving, people from one ego state to another. Using the skills of listening, communicating, positive focus and recognition, this module takes the skills learned and applies them to synchronising ego states with the people we work with. In the relocation process, being able to move between ego states is crucial to being able to truly get to the core of the clients needs.
- **Module 11 - How Not to Start and Argument**  
This may seem obvious, but when we work across cultures, social norms differ greatly. This module looks at how to identify trigger points in the relocation process that are most likely to lead to conflict; for the family, the transferee and for the relocation professional. Conflict resolution is an essential skill in relocation and this module provides a valuable toolkit to identify areas of conflict and how to work in a person centred way to enhance communication and limit flashpoints.
- **Module 12 - Cultural Competences and Personal Development**  
EuRA and Oxford Brookes University have formalised a set of consulting competences; a best practice guide for relocation consultants. The Relocation Coaching Programme has delivered a set of usable and transferable skills and this module consolidates that learning into a best practice toolkit for the delivery of on the ground relocation services. But it doesn't end here... This module examines further routes for taking the learning from the programme and looking at how individual learning must form the part of all of our professional development.