



Business Coaching
Advantage™

BCA Program™ Information Package
Coaching Essentials
(Part 1 of the BCA Certification Program™)

2018-19



Learn Today, Shape Tomorrow

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BCA Certification Program Overview

Program Overview

The full Business Coaching Advantage Certification Program is an International Coach Federation (ICF) Accredited Coach Training Program (ACTP). BCA Part 1: Coaching Essentials is a WABC Accredited (Level 1 - RCC)™ Program.

The full BCA Certification Program consists of the following three parts:

Part 1: Coaching Essentials – Coursework and Practicum [=Business Coaching Advantage Program™]

Part 2: Leadership Coaching in Context – Coursework and Practicum

Part 3: Expanding the Coaching Space – Coursework and Practicum



About BCA Part 1: Coaching Essentials Program Description: Who, Why, What

Who:

- For people in roles that involve coaching, supporting and partnering with managers and leaders to achieve results including:
 - Internal and external coaches
 - Human Resources business partners
 - Organizational Development and Learning specialists
 - Consultants and advisors
 - Organizational leaders with a significant focus on coaching others

Why:

- To expand your capacity from being a subject matter expert and problem solver to include being a highly valued strategic thinking partner and coach
- To enhance your effectiveness as a coach and thinking partner to the leaders you support
- To gain exposure to proven methods, practices and skills that can enhance your professionalism and credibility

- To gain formal recognition as a coach

Program Focus:

- In depth coverage of a coach approach to supporting and developing leaders in a business context
- Introduction to the unique and practical Coaching Advantage™ integrative framework of the five key components essential for leadership coaching
- Focused attention in program modules on each of these five components – offering relevant knowledge, models and practical tools
- Thorough coverage of coaching skills to enable you to effectively integrate the essential components into business coaching conversations

Participant Experience:

- Learning experience (face to face and virtual) that is highly interactive
- Teaching approach that blends exposure to frameworks, models, tools and skills with engaging experiential activities and practice
- Program structure that includes self-directed study, allowing for paced learning and deeper exploration
- Peer coaching practice, supervision and mentoring that reinforce integration of learning in practice and application of learning in your coaching context.

Impact and Outcomes:

- A personally and professionally transformative experience with focused learning that helps you gain confidence, capability and competence by making shifts at several levels, including shifts in your:
 - intentions
 - attention
 - mindset
 - behaviours and practices
 - skills

Format/Length/Timing: Program (coursework and practicum) can be completed in 4-6 months and includes a combination of:

- coursework (face to face equivalent of 3 days or virtual over 10 weeks)
- self study modules
- virtual skills based labs (over 8 weeks)
- coaching practice hours with clients
- supervision and mentoring
- completion of a learning portfolio
- completion conversation

Awards and Accreditations:



Worldwide Association of Business Coaches™(WABC™): The Business Coaching Advantage Program™ (Part 1: Coaching Essentials) is WABC Accredited (Level 1 - RCC)™ Program which leads to the designation Registered Corporate Coach™. Participants who successfully complete this program are eligible to receive the WABC™ designation as Registered Corporate Coach™ (RCC™).



International Coach Federation (ICF): BCA Part 1: Coaching Essentials is the first part of the Business Coaching Advantage Certification Program™ which is approved by the International Coach Federation as an ICF Accredited Coach Training Program (ACTP).

Prerequisites:

- 7 years of organizational/business experience

"This program has inspired self reflection allowing me to gain greater insights into my leadership and coaching practices. Melinda and Dorothy have a way of making the concepts, tools and models resonate. Because they feel relevant, I have found it easy to translate the learning into action. I have made positive shifts in the way I lead and coach as a result of this program."

SANDRA RAMELLI, ACPC, DIRECTOR OF ORGANIZATIONAL DEVELOPMENT, HAMILTON HEALTH SCIENCES

"I was given a framework within which to organize all of the learning I've been doing around coaching, a community within which to broaden my understanding of coaching through discussion and reflection, and an environment in which to practice coaching with feedback and evaluation built in. Awesome."

JANICE HENDRICK, SENIOR ORGANIZATIONAL DEVELOPMENT CONSULTANT, ENGAGEMENT AND COMMUNITY PARTNERSHIPS, BRANT COMMUNITY HEALTHCARE SYSTEM AND REGISTERED CORPORATE COACH™

"If you're interested in taking a program that will make you feel good, be a better leader in all aspects of your work and life, this is it. This is the kind of learning that can change you as a person and make your life and your contribution to it better if you open up to it and do the work."

DEB SCHUBERT, VP PEOPLE AND ORGANIZATIONAL EFFECTIVENESS, ST. JOSEPH'S HEALTH CARE, HAMILTON

BCA Part 1 Program Overview – In Person & Virtual Combination

3 Day Intensive	<div style="background-color: #444; color: white; padding: 5px;">Coaching Essentials</div> <div style="background-color: #add8e6; padding: 5px;">IN PERSON</div> <ul style="list-style-type: none"> › 3-Day Workshop 	3 Day Intensive															
Structured labs and Self-paced activities	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="background-color: #444; color: white; padding: 5px;">Essentials Practicum</th> </tr> <tr> <th colspan="3" style="background-color: #add8e6; padding: 5px;">VIRTUAL</th> </tr> <tr> <th style="width: 33%; padding: 5px;">Skills Development</th> <th style="width: 33%; padding: 5px;">Coaching Practice</th> <th style="width: 33%; padding: 5px;">Mentoring</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;"> <ul style="list-style-type: none"> › 8 Skills and Practice Labs (90 minutes) › Personal Learning Plan › Ethics Assignment › Practice Management Self-Study </td> <td style="padding: 5px;"> <ul style="list-style-type: none"> › Coaching Practice (30 hours) › Coaching Case Study </td> <td style="padding: 5px;"> <ul style="list-style-type: none"> › Three one-on-one mentoring sessions with an experienced business coach and mentor </td> </tr> <tr> <td colspan="3" style="text-align: center; padding: 5px;">Integrative Learning Reflection</td> </tr> </tbody> </table>	Essentials Practicum			VIRTUAL			Skills Development	Coaching Practice	Mentoring	<ul style="list-style-type: none"> › 8 Skills and Practice Labs (90 minutes) › Personal Learning Plan › Ethics Assignment › Practice Management Self-Study 	<ul style="list-style-type: none"> › Coaching Practice (30 hours) › Coaching Case Study 	<ul style="list-style-type: none"> › Three one-on-one mentoring sessions with an experienced business coach and mentor 	Integrative Learning Reflection			12-16 weeks
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Completion Conversation

BCA Part 1 Program Overview – Full Virtual Only

10 weeks	Coaching Essentials			10 weeks
	VIRTUAL			
	<ul style="list-style-type: none"> › 10 weeks of teleclasses with self-directed learning (2 hrs per week) 			
Structured labs and Self-paced activities	Essentials Practicum			12-16 weeks
	VIRTUAL			
	Skills Development	Coaching Practice	Mentoring	
	<ul style="list-style-type: none"> › 8 Skills and Practice Labs (90 minutes) › Personal Learning Plan › Ethics Assignment › Practice Management Self-Study 	<ul style="list-style-type: none"> › Coaching Practice (30 hours) › Coaching Case Study 	<ul style="list-style-type: none"> › Three one-on-one mentoring sessions with an experienced business coach and mentor 	
	Integrative Learning Reflection			
Self-paced	Learning Portfolio			Self-paced
	Prepare and submit Learning Portfolio for Assessment (Personal Learning Plan + Ethics Assignment + Coaching Case Study + Integrative Learning Reflection)			

Completion Conversation

BCA Part 1 Content and Structure of the Program Components

Coaching Essentials (Coursework, with a blend of teaching, activities, practice, reading, and more)

The *overall learning intentions* for Coaching Essentials are to:

- examine the nature of business coaching, its context, and some shifts that are driving the need for good business coaches
- introduce the Business Coaching Advantage™ framework and explore five core elements business coaches need to gain expertise in to be effective:
 - coaching conversation process and skills
 - the outer world context
 - the inner world context
 - change and learning and
 - the self (of the coach and the leader being coached)
- provide a solid foundation of the knowledge, mindsets and skills required for effective business coaching
- explore a set of models, tools and practices that guide good business coaching
- provide instruction and practice in the core coaching skills
- explore perspectives on how a business coach can blend business/technical expertise with coaching expertise

Coaching Essentials is organized into six modules, each with its own learning intentions as outlined below.

Module 1: Coaching in Context

1. become familiar with definition of business coaching and distinctions between business coaching and other related services
2. develop a solid understanding of key concepts and models that help define what coaching is and that provide some context for business coaching,
3. challenge participants to position themselves and their current coaching practice in this context

Module 2: Coaching Happens in Conversation

1. explore a definition of conversation that positions conversation as a “meeting of minds”
2. become familiar with a model for structuring an effective coaching conversation
3. explore the importance of connection and relationship in coaching
4. understand the key principles of listening as a coach

Module 3: Coaching is About Change

1. appreciate better the multiplicity of perspectives on change and learning that are relevant to coaching
2. raise awareness of their own experience with change and learning, and how that might impact their coaching work
3. explore a few core change models that can guide their coaching work
4. identify the specialized flow skills required to facilitate movement, learning and change for clients

Module 4: Coaching Happens at the Intersection of Inner World and Outer World

1. explore the idea that business coaching happens at the intersection of outer and inner worlds
2. develop a deeper understanding of key qualities of attention that are relevant to clients as well as to their coaching interactions
3. gain a deeper understanding of why questioning is a key coaching skill, based on the link between questions and attention
4. learn principles of asking good coaching questions

Module 5: Coaching and the Complexity of the Outer World

1. develop a more nuanced view of the different aspects of the outer world that comes into play when coaching
2. gain a perspective on how their business and leadership and technical expertise fits with their coaching expertise
3. understand the extent to which our inner worlds are context-sensitive – and some of the implications of this sensitivity
4. learn key principles of how to use the say skill effectively in coaching

Module 6: Integrating Self into Coaching

1. explore the role of the coach's self as a factor in the coaching process
2. examine the roles of presence and mindset in the quality of one's connection and conversations.
3. explore some structures and tactics to support bringing one's best self to coaching, leading, working, etc.
4. take stock of learning in the program so far – using the Coaching Advantage Framework as the organizing structure.

Essentials Practicum

The overall learning intention for Practicum is to provide a structured and supportive context for participants to:

- consolidate and deepen their understanding of the knowledge gained through Essentials
- enhance coaching skills in a focused, intentional way
- consider the ethical implications of their practice and take concrete actions to bring their practice in line with the WABC™ ethics and professional standards
- learn to manage the various aspects of a coaching engagement effectively and professionally
- apply what they have learned through coaching practice in real situations with clients
- further develop their ability to reflect on their practice and themselves as coaches
- reflect and celebrate what they have gained through the learning experience
- identify next steps in their coaching development

There are three modules in the Practicum. The elements in the modules are interdependent – learning in one part links to and supports learning in another part. Therefore, all the modules need to be done in parallel.

Module 1 - Skills Development: (Eight 90 minute interactive labs, plus guided self-study)

1. Revisit and provide further instruction on the core coaching skills and the specialized flow skills
2. Provide structured opportunities for applying the skills through coaching practice in groups, with feedback and supervision
3. Create a structured process for participants to reflect on their coaching skills and create their own personal learning plan
4. Support their implementation of the learning plan
5. Provide a structured context to gain understanding of managing a coaching engagement over time in alignment with professional standards
6. Raise awareness and deepen understanding of the complexity of the ethical factors involved in business coaching and their application in the participant's context

Module 2 - Coaching Practice (Self-paced, with structured guidance)

1. Apply learning from the program by coaching several clients in their own business context – total of 30 hours.
2. Learn from own experience of coaching clients through focused and guided self reflection and from client feedback
3. Learn from completing a Case Study Assignment, requiring integrative reflection on the experience.

Module 3 – Mentoring (Self-paced)

Individualized mentoring and supervision with an experience business coach to:

1. Explore personal issues that may impact their learning/coaching effectiveness
2. Share client cases
3. Bring ethical issues
4. Gain insights about coaching by being coached and/or by coaching the mentor and getting feedback

Learning Portfolio

Learning Portfolio consist of four elements: the three assignments completed during Practicum (Ethics Assignment, Personal Learning Plan, and Coaching Case Study), plus an Integrative Learning Reflection that covers the entire program experience. A program faculty member will review this Learning Portfolio, to assess whether the participant has reached the standard for graduation from the program.

Completion Conversation

The program culminates with a one-on-one completion conversation with a faculty member – to celebrate learning, to reflect on the experience, and to explore “what’s next”. Upon completion, participants are awarded the PeopleDynamics Learning Group designation as Business Coaching Advantage Practitioner™ (B.C.A.P.™) and are eligible for WABC™ designation as Registered Corporate Coach™.

In addition, participants have successfully completed Part 1 of the three part Business Coaching Advantage Certification Program™. This program is approved by the International Coach Federation as an ICF Accredited Coach Training Program (ACTP). This training is ICF approved for ICF credential and for credential renewal applications.

Appendix A

Business Coaching Advantage Program™ Part 1: Coaching Essentials

Frequently Asked Questions

Who is best suited to attend this program?

Business professionals who want to increase their effectiveness, capacity and credibility in their coaching role, including

- coaches (internal or external) who coach people in a business context
- human resources business partners, organizational development consultants and learning specialists who want to get better at using a coach approach when supporting managers and leaders
- specialized consultants who want to integrate coaching support to clients into their services
- leaders with a significant focus on coaching and developing others

What are the program pre-requisites?

In order to register for the program you need to have a minimum of 7 years experience in a business/organizational setting.

What do you mean by 7 years of business/organizational experience?

We mean that you need to have familiarity with the business/organizational context as either an employee, contractor or supplier to small, medium or large organizations - private sector, public sector or not for profit.

Why do I need 7 years of organizational experience?

This is a business coaching program for people who have good basic knowledge of the organizational/business context in which they want to provide coaching. It is not a program that teaches you about business basics. It assumes some knowledge and experience that you can best gain by being exposed over time to an organizational context. Building on this basis, the program helps you develop a deeper understanding of how coaching fits into that context, and helps you develop the competencies required for effective coaching.

This program has *Worldwide Association of Business Coaches*™ Level 1 accreditation which leads to the designation Registered Corporate Coach™. Upon successful completion of the program and when participants join the WABC™ they are eligible to receive the WABC™ designation as Registered Corporate Coach™ (RCC™). The WABC™ requires that participants of WABC Accredited (Level 1 – RCC)™ programs have a minimum of 7 years of business/organizational experience.

Please see the following link for further details: http://www.wabccoaches.com/includes/popups/rcc_details.html

How much coaching or coach training experience do I need to have to register for this program?

If you have had some experience with coaching (through reading, experiencing it as a coachee/client, doing it informally at work, or formally as part of your role, or taking a short course), you will be able to complete some of the program elements faster. We do expect you to come into the program having gained at least a basic understanding of:

- what coaching is (at least through having done some reading),
- the context in which you plan to apply coaching skills
- the profile of the typical client you plan to support through coaching

What is the language of instruction?

English is the language of instruction for the program delivered in Canada. Turkish is the language of instruction in Turkey. The program requires active class participation, and some reading and reflective writing. There are several reflective assignments to be submitted as part of the portfolio for the assessment. Therefore participants need to have a good command of the language of instruction, both spoken and written.

What are the characteristics of people who successfully complete this program?

This program requires active engagement. The learning process relies on interaction among participants. Participants who are successful tend to be:

- motivated - to learn about coaching and to develop themselves
- committed - to participating actively in discussions and activities
- self-directed - willing to do the readings and preparation necessary
- open minded - willing to experiment and learn from experience
- self-reflective - willing take the time to reflect on both their learning and stretch opportunities
- open - to receiving feedback from fellow participants and facilitators
- generous – willing to offer feedback to fellow participants and facilitators in a supportive and caring way

What are all the program components and how do they fit together?

There are two main components to the BCA Part 1: Coaching Essentials program: Essentials Coursework that provides an overview of foundational coaching knowledge, and Essentials Practicum that provides structured support for integration and practical application of your knowledge. To graduate from the program, you need to submit a Learning Portfolio (consisting of assignments done during Practicum). For more details, see the program description in the Information Package.

How much of the program is delivered virtually and how much of the program is face to face?

Participants can choose to take the program in one of the 2 formats offered:

1. Face to Face and Virtual blend or
2. A Full Virtual format

See the program maps.

What is the maximum class size for Coaching Essentials?

24 participants for the Face to Face program.

What is the maximum class size for the Practicum Skills Labs?

12 participants

Do I have to register for both Coaching Essentials and Essentials Practicum at the same time?

No, you can register for each program part separately. There are advantages to registering for both Coaching Essentials and Practicum at the same time. There is a savings if you bundle your registration for both programs at the same time. Also, some participants like the idea of going through the whole program with the same people they started with.

What are the advantages of taking the coursework and the practicum in quick succession?

The program is designed as an intense and focused learning experience that creates learning shifts at a number of levels in a relatively short period of time. Also, many people value working with the same people through both parts as it creates continuity and fosters a sense of community.

Is there a time limit between taking Coaching Essentials and registering for the Essentials Practicum?

There is no defined time limit between taking Essentials and entering into the Practicum. If more than 12 months have passed since you entered Essential and/or if we have made substantial revisions to the program since you took it, we reserve the right to require additional reading and/or coursework. Additional fees may apply.

What are the technological requirements for the program? (telecommunications, computer technology/programs)

If you register for the Face to Face and Virtual Blend or the Full Virtual, you need to make sure you have the right set up. Because this program includes a significant virtual learning component, participants must be able to participate in teleconference and webinars. You also need to access the program's dedicated website to download program materials, have access to resource materials, recordings etc. For this you will need:

- long-distance phone capability (with an appropriate plan for long-distance charges, if applicable)
- computer with audio and video capability
- reliable high-speed internet connection

What happens if there is a technology breakdown during the delivery of a virtual program component (e.g. lesson or lab)?

If the breakdown is at the instructor's site, then the course will be rescheduled at a later date. If the breakdown is at your site, we will work with you to determine the best approach to make up for the lost learning time. This could include reviewing a recording of the class.

What learning materials do you provide for the program?

- ***The Leadership Coach's Advantage. A Guide for Practice*** – the core text for the program
- **Toolkit with core models and tools** – for quick reference when coaching
- **Practice Management Guide** – a comprehensive guide to managing a coaching practice over time, including practical tools and template
- **Participant Handbook** – a detailed description of everything you need to know and do to successfully navigate through the program (including guidance for assignments, worksheets, reflections sheets, etc.)
- **Copies of slides for coursework/ classes**
- **Recordings of virtual classes and labs** – to be posted for reference
- **Tip sheets** for skills to download
- **Additional enrichment resources** – to be posted on the dedicated program website.

We will also recommend additional optional books and articles if you are keen to read more on some elements of business coaching. However, you do not have to purchase any additional material to successfully complete the core program requirements.

How much time, outside of the coursework and lab work, should I set aside each week to complete the program requirements?

How much time you will spend on the learning activities will depend on your learning style, as well as your prior knowledge and experience with coaching. As a rule of thumb we suggest you plan for about 5-10 hours per week in addition to the actual time in classes or labs. This includes time for coaching your clients, reflecting on your coaching, reading and preparing for the classes, practicing with a peer, completing assignments, etc. As mentioned, this may vary depending on your prior experience.

What if I have a conflict that causes me to miss a class or a lab or a mentor session? How do I "make up" for missed elements?

To make the most of the program full attendance is important. This is an interactive learning program where attendance in the program is required. In situations where you must be absent from a class due to illness or unforeseeable circumstances, make up work is required. Participants work with the program coordinator to make arrangements for "make up" activities.

What about practice coaching? How many hours of practice coaching is required?

During practicum you are required to log at least 30 hours of coaching of clients who operate in a business/organizational context. These 30 hours must include:

- at least 5 sessions with one client with whom you have formally contracted in a coach-client relationship (approximately 5 hours)
- no more than 5 hours of peer coaching (coaching with someone in the program, which is part of the program structure)
- an additional 20 hours of specific coaching practice with real clients from your target client profile

How do I get practice clients?

You obtain your own clients for the purposes of practicum. Most people are able locate clients in their place of work or through their personal and professional contacts. While it is not appropriate to coach individuals with whom you have a close personal relationship (e.g. friends and relatives), some participants in the program support each other by making introductions of friends and/or colleagues to help each other out.

What if I have trouble keeping up with the program? Or cannot complete it on time?

If you run into challenges with keeping up with the program, it is wise to connect with the program coordinator to discuss your situation as early as possible. Depending on the nature of your challenges, we can work with you to sort out the best approach. Note that additional fees may apply if you require additional support, faculty time or make up accommodations.

What is the difference between the required elements and the optional elements?

The Participants Handbook provides direction on what elements are required and what elements are optional. We encourage you to engage in the optional activities as much as you are able to make the most of your learning experience.

How much time do I have to complete the Learning Portfolio required for assessment, after the coursework, labs and mentoring are complete?

While the program is scheduled to be covered in 4-6 months, depending on your format, the assignment completion is self paced. We strongly recommend that you complete and submit your Learning Portfolio within a 6 month period from starting the program to make the most of your learning. You can, however, take as long as one year from the program start date to complete your Learning Portfolio. If you extend beyond one year, you will be required to pay an extension fee.

What does successful completion involve? Is there an exam?

To successfully complete the program you must meet the attendance requirements and make sure that you have submitted all the elements that make up the learning portfolio. The Learning Portfolio consist of four elements: the three assignments completed during Practicum (Ethics Assignment, Personal Learning Plan, and Coaching Case Study), plus an Integrative Learning Reflection that covers the entire program experience. Evaluation is based on the assessment of the portfolio.

There is no written or oral "examination". Assessment involves a program faculty member reviewing this Learning Portfolio, to assess whether the participant has reached the standard for graduation from the program. Participants are provided with guidelines for what makes a successful submission. The final step is a Completion conversation with a faculty member to celebrate learning, to reflect on the experience, and to explore "what's next" for the participant.

What do I get when I complete Part 1, Coaching Essentials?



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International Coach Federation (ICF): BCA Part 1: Coaching Essentials is the first part of the Business Coaching Advantage Certification Program™ which is approved by the International Coach Federation as an ICF Accredited Coach Training Program (ACTP). This program counts towards your training and mentoring for an ICF credential or renewal of a credential.

Who do I contact to learn more?

dorothy@peopledynamicslearning.com – 416 485-7658

or

melinda@peopledynamicslearning.com – 416 932-8857

Appendix B: Application Terms and Conditions

Application Review: PeopleDynamics Learning Group wants to make sure participants in our programs are set up for success. Applications are assessed to determine good fit. We may contact you prior to acceptance to discuss your application. If we see the need, we may require that you engage in additional learning and support to assist you in getting ready for participation or continuation in the program. When we review your application form, we will advise you if there are any such requirements. If there are, the Program Coordinator will work with you individually to identify a process and approach for such activities.

Program Acceptance and Availability: All Program enrollments are subject to availability. Enrollment is based on acceptance of your application and payment in full for the program. You will receive written notice of your acceptance. If the program you have applied for is full, we will contact you to discuss options.

Program Payment Procedure: Participants will receive written confirmation of acceptance into the program. In that correspondence, you will be advised of payment procedures. Payment in full for the program is due upon receipt of your acceptance to secure your registration. Payments can be made by credit card (Visa or Mastercard) or by cheque, money order, wire, bank transfer or email transfer (in Canada). You are not registered in a program until payment has been received.

Program Pricing: PeopleDynamics Learning Group is committed to offering high quality programs at a fair price. We review pricing annually. Pricing for future programs is subject to change without notice.

Program Cancellation: If you are registered in a program and choose to cancel your registration before the official start date of a Program, you must notify us in writing by sending your cancellation request to coordinator@businesscoachingadvantage.com. A program is defined as the part or parts of the program that you registered for as follows. The official start date information for each program is outlined below.

Business Coaching Essentials Coursework - Face to Face programs:

- official start date is the first day of the program delivery.

Business Coaching Essentials Virtual Program:

- official start date is 14 days before the delivery of the first Module of the program.

Coaching Essentials Practicum:

- official start date is 7 days before the delivery of the first learning lab

You will receive a full refund minus a non-refundable registration fee. This refund is calculated from the date of the written notice (postmarked or received email date). The following outlines the applicable non-refundable registration fees. If you cancel your registration:

- more than 30 days before the official program start date a non-refundable registration fee of 10% of the fee paid will apply
- between 29 days and the official start date of the program a non-refundable registration fee of 20% of the fee paid will apply

If you cancel a program where you have taken advantage of the full program bundle savings, the savings amount applied to the bundled purchase will also be deducted from your refund.

HST will be added to non-refundable registration fees where applicable. Eligible refunds will be processed back to the credit card, organization, or individual that paid for the original registration within 30 days of receipt of the request.

No refunds will be given if a participant misses an individual session within a program.

People Dynamics Learning Group reserves the right to cancel or postpone programs at its discretion. On such occasions, a participant may choose to transfer his/her tuition to another date at no additional charge or receive a full refund. People Dynamics Learning is not responsible for participants' travel costs or related expenses for cancelled programs.

Program Transfers: You may transfer your registration from one course date to another without penalty, provided the request is made more than 30 days prior to the program official start date. Transfers that occur less than 30 days but more than 14 days prior to the official start date are subject to a transfer fee of \$100 plus HST where applicable. Program transfers that occur less than 14 days prior to the official start date are subject to a transfer fee of \$500 plus HST where applicable. Program transfers must be made in writing and addressed to coordinator@businesscoachingadvantage.com.

Program Attendance, Extensions and Withdrawals:

Attendance: This is an interactive learning program where attendance in the program is required. In situations where you must be absent from a class due to illness or unforeseeable circumstances, make up work is required. It is important to do make up activities in a timeframe that enables you to stay on track with the rest of your cohort. In the case of an absence, you must be in touch with the coordinator@businesscoachingadvantage.com as soon as reasonably possible to make arrangements for make-up activities. If you are absent for more than 30% of the coursework or Skills Labs, PeopleDynamics Learning Group Inc. reserves the right to require you to withdraw from the program without refund.

Extensions: The normal time from for program completion is between 4 and 6 months. Participants who need extra time to complete beyond the 6 month time frame must request an extension in writing by sending an email to coordinator@businesscoachingadvantage.com. Extension requests will be considered on a case-by-case

basis and we will work with you to identify a process to help you succeed in completing the program. An extension that takes you beyond 12 months from the program start date is subject to a \$500 extension fee, plus HST where applicable and payable at the time of your extension request.

Withdrawals: Withdrawal notifications must be made in writing and directed to coordinator@businesscoachingadvantage.com . If you withdraw from a program after the official start date, a refund will be pro-rated for the unused portion of the program minus a non-refundable registration fee of 20% of the fee paid, plus HST where applicable. The refund is calculated from the postmarked/email date of the written notice. Refunds will be made within 30 days following the receipt of a written request.

For more information, please contact us at: info@businesscoachingadvantage.com