WEBINAR

THE ALLIANCE
FOR CHILD PROTECTION IN HUMANITARIAN ACTION
Participant Introductions

- Name
- Organisation
- Position
- Role as coach
3-part series

Purpose:

• To expose CPIE practitioners to current approaches and programmes for coaching, mentoring and supervision
• To build their skills in coaching and mentoring staff
• To build their ability to establish or strengthen a coaching or mentoring program
Today’s Learning Outcomes

• To build skills for coaching and mentoring
• To gain knowledge of the GROW model of coaching

• What do you want from this session?
Summary of surveys

• Coaching and mentoring programmes varied in size- 2-248 coachees/mentees and 1-5 coaches/mentors

• Confident in coaching skills- listening, questioning, reflecting and exploring goals, reality, options, actions

• You asked for:
  – Examples & case studies;
  – Practice & theory;
  – Distance coaching & mentoring;
  – Creating plans
Defining coaching

• **Coaching**—“Unlocking people's potential to maximize their own performance. It is helping them to learn rather than teaching them.” (John Whitmore, 2002.)

• **Developmental mentoring**—‘Wiser adviser’ transfer knowledge & support professional development

• **Supervision**—Accountability for a caseload, development of skills & knowledge and support well-being
Principles

- **Respect** for the person
- Creating a **safe** environment
- **Confidentiality**
- **Focus** is chosen by the coachee
- **Facilitating change** and transformation
- **Partnership** between coach and coachee
- **Ethical**

Humanitarian context need to consider:

- Assumptions
- Working across cultures
- Power
- Gender
- Ethical
Role of a coach

Internal
• Within the team or organisation

External
• External to the team or organisation

Advantages and disadvantages?
Role of a coach vis-a-vis supervisor or manager

- Explore and understand individual’s core values
- Empower others to use own initiative
- Emphasise development & future possibilities
- Listen, question, support & collaborate
- Explore and understand organisation’s values
- Inform, advise, transfer knowledge
- Ensure accountability for current work
- Direct and monitor quality of work
Discuss... How can we coach within the humanitarian sector?

• How can you address assumptions, power, gender, work across cultures, be ethical?
• How can you focus on the individual, listen and empower them?
• How can you create time and manage work pressures?
• Can you have formal regular meetings or will they be ad hoc?
• Do you have a confidential space?
Main themes of coaching

- My experience:
  - Confidence
  - Decision-making
  - Leading and managing teams
  - Communicating and being heard
  - Managing change

- What is your experience?
Skills

Building rapport

• Matching and mirroring
  – Body language and way person holds their body, breathing rate, gestures
  – Energy level
  – Voice, volume and speed
  – Words and phrases

Listening

• We do this all the time, or do we?

Active listening

• Listen for:
  – Content
  – Understanding coachee’s values, motivation, interests
  – Emotion
  – Silence and what is not being said
Emotion

- Intensity of emotions
- Notice changes in what is being said and how-tone of skin, eyes, energy levels, voice-pace and pitch
- Check that you share the same understanding of words
Reflecting & paraphrasing

Reflecting
- Restating both the feelings and words of the speaker
- Allows the speaker to 'hear' their own thoughts and to focus on what they say and feel
- Shows that you are trying to perceive the world as they see it and understand their messages

Paraphrasing
- Using other words to reflect what the speaker has said
- Be careful not to introduce your own ideas or questions
Powerful questions

• Powerful questions come from a place of interest
• Powerful questions create change and insights
• Ask open-ended questions that focus on outcomes:
  – What?
  – How?
  – When?
  – Where?
  – What else?
  – What if?
  – Why?
Habits

Self awareness
• Remain cognisant of our own actions and reactions so can choose which will be helpful
• Recognising your own ‘self’

Story-telling & metaphor making
• We tell stories to make sense of our world
• Listen to the stories that we are told
• We can use stories and metaphors as analogies
• Culture
Habits

Laughing & humour
- Establishes level of mutual understanding and rapport
- Shows optimism

Wondering...
- I wonder what would happen if?
- I wonder what s/he meant by that?
Habits

Structuring & ordering
• Making sense of what has been said
• Use skills of paraphrasing, reflecting
• Helps make plans and priorities

Consequences
• Explore possible consequences, benefits and risks of decisions for:
  – Coachee
  – Organisation
  – Stakeholders
Questions...

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GROW Model - John Whitmore

Goal
Reality
Options
Will (Way forward)
Video- Look & listen for

- **Skills**
  - Rapport
  - Listening
  - Reflecting & paraphrasing
  - Powerful questions

- **Habits**
  - Self awareness
  - Use of stories & metaphors
  - Laughter
  - Wondering
  - Structuring & ordering
  - Consequences
GROW model in action

• https://www.youtube.com/watch?v=6f3X2PEsV-Q
Video- What skills and habits did you observe, how was GROW used?

- **Skills**
  - Rapport
  - Listening
  - Reflecting & paraphrasing
  - Powerful questions

- **Habits**
  - Self awareness
  - Use of stories & metaphors
  - Laughter
  - Wondering
  - Structuring & ordering
  - Consequences
Comments...
Questions for GROW

**GOAL**
- What would you like to achieve today?
- What is the outcome of this coaching?
- How would you know your time has been well-spent?
- What feeling would you like to have at the end of the session?
- What is the most productive thing we could do?

**REALITY**
- What has happened since we last met?
- One a scale of 1-10 how severe/fabulous is the situation?
- What is happening in your life/ work/ team at the moment?
- What’s working? What’s not working?
- What needs to change?
Questions for GROW

OPTIONs
• What is the full range of options in this situation?
• What else? One more?
• What if, there were no limits, what would you do?
• What’s the most attractive to you now?
• What are the costs and benefits of taking this action?
• What has worked in the past?

WILL
• What are you going to do?
• Who do you need to engage with?
• What resources do you need?
• What might stop you being successful? How can you overcome this?
• On a scale of 1-10 how committed are you?
• What can move you from where you are to 10?
Questions...
What next?

• Do you think there is a concrete opportunity to further develop coaching in your organisation?
• What would it take for this to happen?
What next?

- Practice the skills and build habits
- Use the GROW model
- Next webinar:
  - Review your learning, successes and challenges and problem solve together;
  - Have a live coaching session.