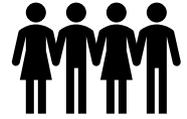


# WEBINAR



**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



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# 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

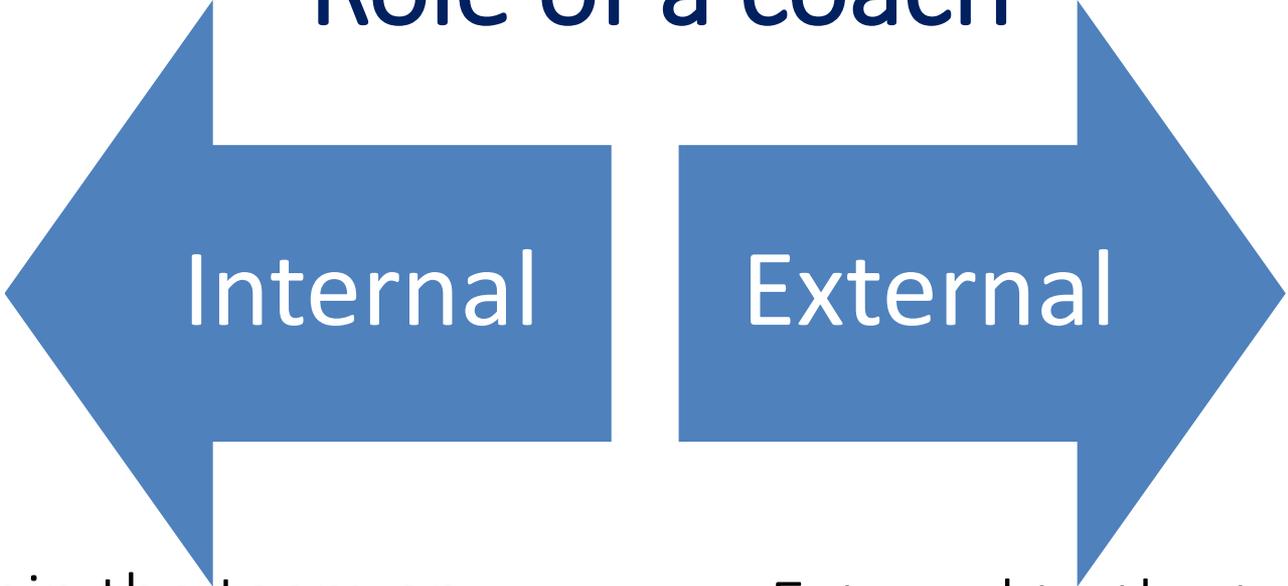
- **Respect** for the person
- Creating a **safe** environment
- **Confidentiality**
- **Focus** is chosen by the coachee
- **Facilitating change** and transformation
- **Partnership** between coach and coachee
- **Ethical**

Humanitarian context need to consider:

- Assumptions
- Working across cultures
- Power
- Gender
- Ethical



# Role of a coach



Internal

External

- Within the team or organisation

- 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?

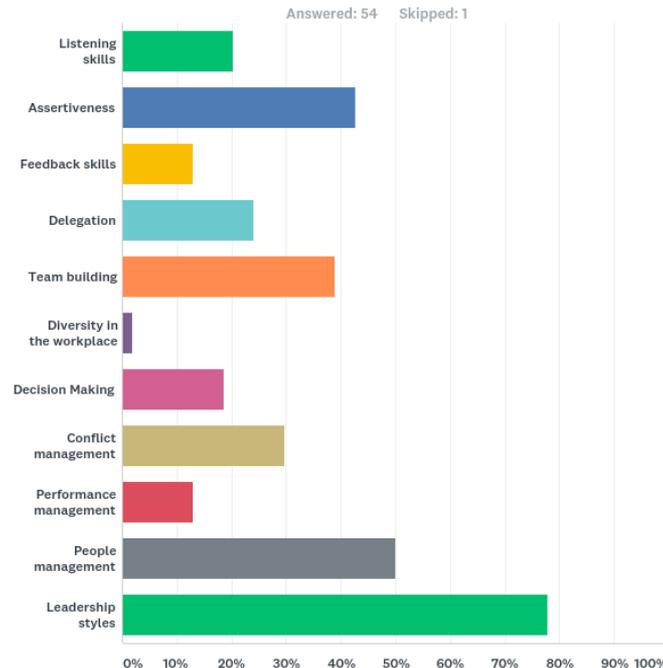
- How can you address assumptions, power, gender, work across cultures, be ethical?
- How can you focus on the individual, listen and empower them?
- How can you create time and manage work pressures?
- Can you have formal regular meetings or will they be ad hoc?
- Do you have a confidential space?



# Main themes of coaching

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

Q11 Please indicate the main theme of your coaching engagement



- 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
  - What?
  - How?
  - When?
  - Where?
  - What else?
  - What if?
  - Why?
- Powerful question create change and insights
- Ask open-ended questions that focus on outcomes:



# 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

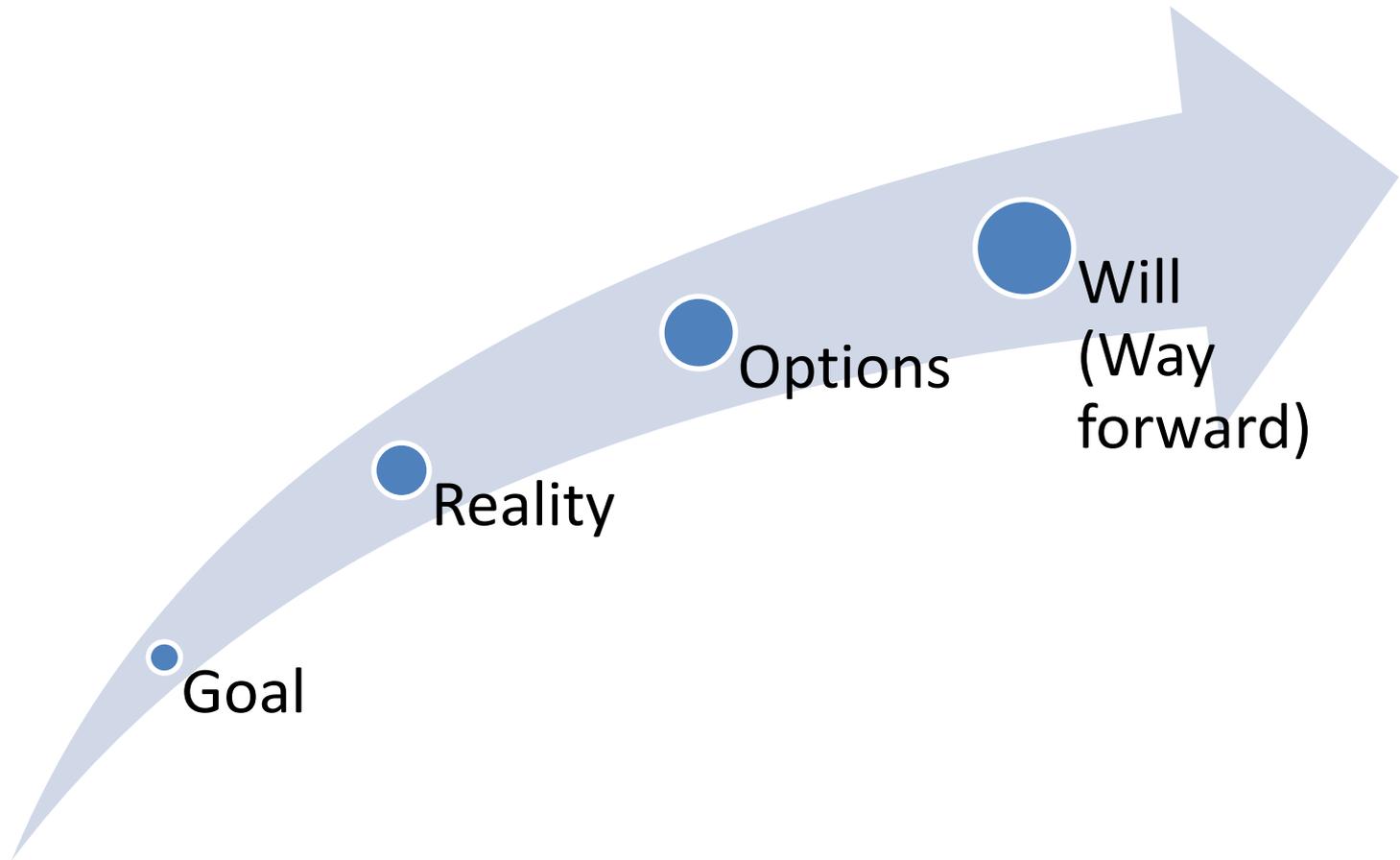


# Questions...



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# GROW Model- John Whitmore



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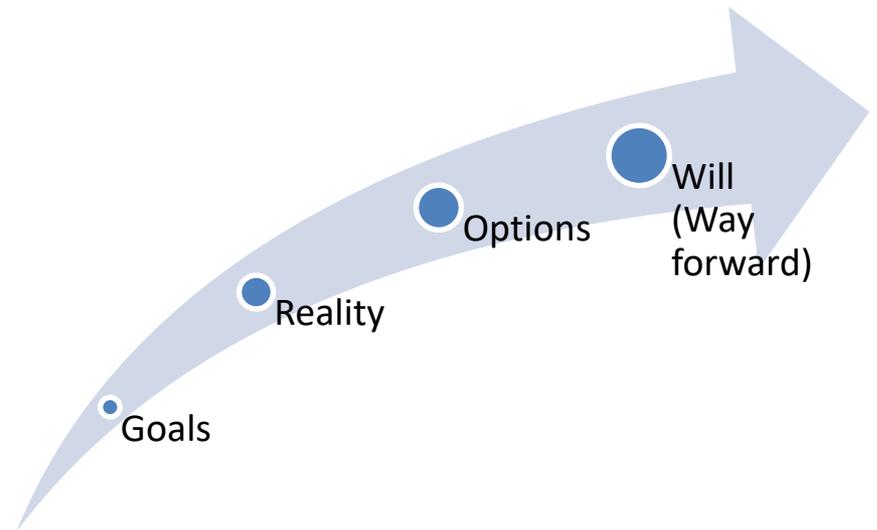
# Video- Look & listen for

## – 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>



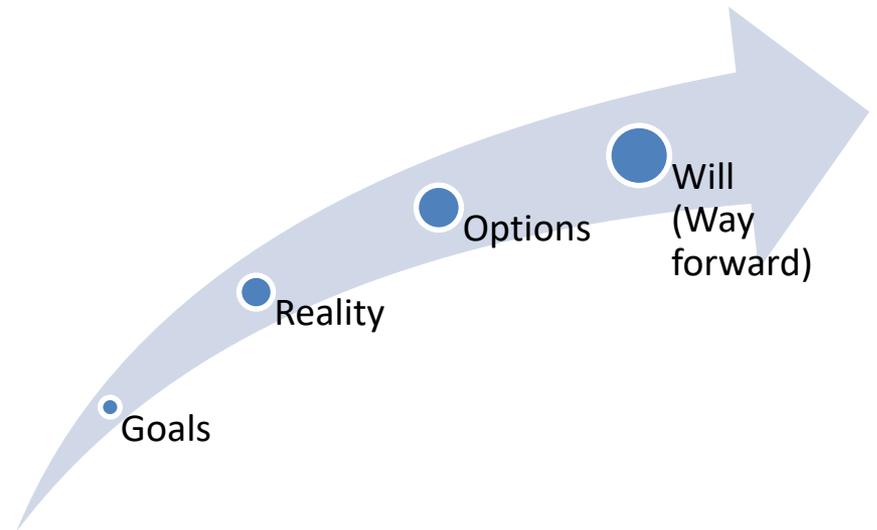
# Video- What skills and habits did you observe, how was GROW used?

## – Skills

- Rapport
- Listening
- Reflecting & paraphrasing
- Powerful questions

## – Habits

- Self awareness
- Use of stories & metaphors
- Laughter
- Wondering
- Structuring& ordering
- Consequences



# Comments...



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# 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...



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# 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.



# THANK YOU!



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