

COACHING FOR GROWTH AND SUSTAINABILITY

Workshop #2 in Turku 10-12 September 2018

PART OF WORKSHOP STRUCTURE, FROM APPLICATION FORM:

Joint development of new methods. All partners participate in a brainstorming session where new instruments will be developed. The new methods will be documented and made available for testing activities.

During the workshop, the partners jointly tested and developed new coaching methods in order to create even faster growth and longer sustainability in our target groups. The main target groups were investigated and elaborated in the previous workshop “High-quality deal-flow to incubators”.

The workshop started with clarifying the different features for, on the one hand “Coaching” and the other hand “Mentoring, Advising and Consulting”. The conclusion was that coaching is an effective tool to use when it comes to creating “self-management” and creating *full* ownership of the situation.

The joint workshop and development resulted in a new method and support instrument. The new IRIS method is a process to reach greater effects when it comes to growth and sustainability for the target groups.

FAA - “FRAMING THE QUESTION”, “ANALYSIS” AND “ACTIVITY”.

- **Framing the question:** Aiming to get the coachee (the client) to describe the dilemma or challenge as a statement.
- **Analysis:** Aiming to use the facts to analyse instead of assumptions. The purpose here is to get the coachee not to line up excuses but instead – to listen and answer your questions in the purpose of clarifying their statement.
- **Activity:** Aiming to define a “first action” that leads to the desired results and to set a due date for that action.

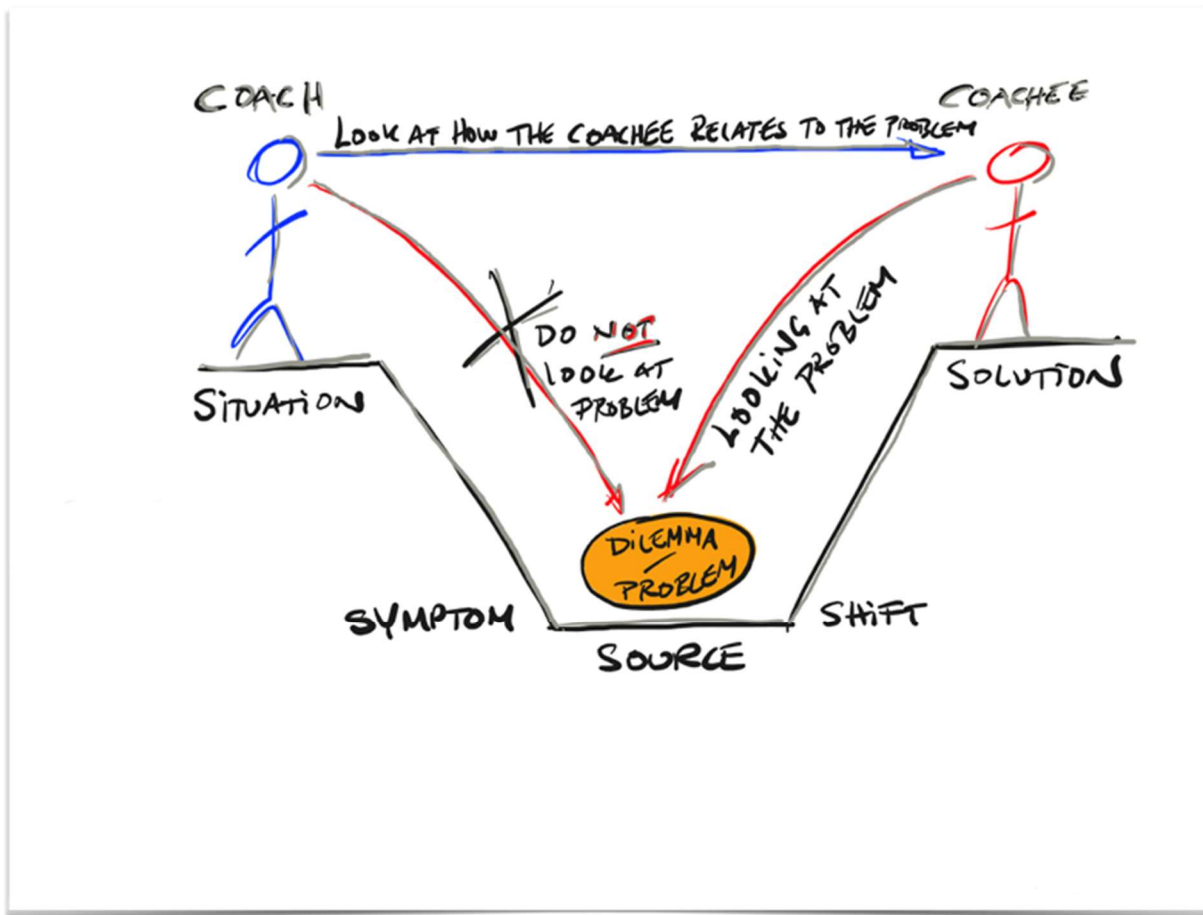
Framing the question – Analysis – Activity

- *Investigating the coachee’s perception of the situation*
- *Investigating the symptoms*
- *Investigating the “true” source of the problem/dilemma*
- *Creating a mindshift and finally*

- *Getting the coachee to come up with possible solutions themselves*

During the workshop, the partnership tested and evaluated several “coaching questions” with the FAA model combined with a Mindshift-model. During the development process, the partners jointly discovered two dilemmas to be solved in order to be a good coach.

1. “...you have to avoid solving the problem for the client...”, “...as soon as you solve other people’s problems you are making them lose control of the situation, or put in another way, a victim of circumstances. The client has to solve the problem themselves...”
2. Never, as a business coach, take responsibility yourself if the client fails to reach their goal “...you have to return all the responsibility for actions taken or not taken, back to the client...”



To get a deeper understanding of coaching for growth and sustainability we recommend the books “The Skilled Facilitator” and “The Trusted Advisor”.

IRIS COACHING TOOL FAA – QUESTIONS TO USE IN THE PROCESS

FRAMING THE QUESTION

Aim: Get the coachee to describe the dilemma or challenge as a statement: the situation is "X"

Listen and ask questions that develop and clarify the current situation.

- How would you describe the situation today? (Use open questions (what/how/why) to get the coachee to think and be more specific).
- Can you develop/elaborate further?
- How would other [involved] people describe the same situation do you think?

Repeat the statement - The current situation is "X" - Is that correct?

Dig deeper and try to develop a more specific and improved statement. Repeat the description to the coachee in order to be able to correct and clarify the formulation.

ANALYSIS

Aim: Use the facts to analyze. The purpose here is not to line up excuses. Listen and ask questions for clarification of the situation.

- How is the problem/dilemma noticeable?
- Why is the problem/dilemma standing out?
- How do you experience this?
- How does it make you feel when this occurs?
- What consequences will this create?
- What makes it happen?
- Who is responsible?
- What does it make you think?
- What can you influence?
- What part of this is about you?
- If the problem/dilemma did not exist, how would it be then/what would you do then?
- What positive effects would you see?

- What is it that prevents you from getting what you want?
- If you owned the situation to 100%, how would you handle it?

ACTIVITY

Aim: Define the first possible activity that leads to the desired results and set a due date for that action.

- What does it look like if it's going the way you want?
- What do you need to do to reach that?
- What is the first possible action?
- When will you do it?

FEEDBACK & FOLLOW UP

Set a date and time for follow-up, reflection and work out the next step.

COMMENTS

FRAMING THE QUESTION

Something happens at the same moment the client is forced to be clear, concise and matter-of-fact in the current situation. Maybe there is not even a problem?

When I (the coachee) hear an incorrect statement, my impulse is to correct, and this is something that creates clarity.

ANALYSIS

Be matter-of-fact. The more responsibility the coachee is willing to take for the situation, the greater the power they have, and the larger their ability to influence it.

ACTIVITY

A “first activity” creates a forward movement.

It is important to clearly define when, where and how.

FEEDBACK AND FOLLOW UP

Authentic feedback creates a positive sense of “being on your way” and creates energy for the next activity.

TEST AND EVALUATION – COACHING IN GROUPS OF THREE

This coaching tool was used in exercises during the workshop to test, evaluate and refine the coaching questions.

Purpose: To coach the coachee to define the first activity in order to solve the framed question.

1 coach, 1 coachee, 1 observer

Instruction to the coachee:

Choose a dilemma or challenge you have, personally or your organisation, when it comes to Coaching for Growth and Sustainability.

- Coaching according to FAA (Framing the Question - Analysis - Activity)
 - Timeframe: 20 - 25 minutes (the observer keeps the time)
- Feedback from the the Coachee to the Coach on the being-coached experience
 - Timeframe: 1 min
- Feedback from the Coach to the Coachee on their response to being coached
 - Timeframe: 1 min
- Observer gives feedback on:
 - What he/she learned as an observer,
 - What was good and what can be developed,
 - Timeframe: 3 min.
- The Coachee confirms the “first activity” as well as sets the due date.