

Working 1:1

Techniques for Mentors and Coaches



iain.seeingstone@gmail.com
www.iaindavidson.com

What is mentoring and...
what is coaching?



Preparation?

Business Model - The Empathy Map

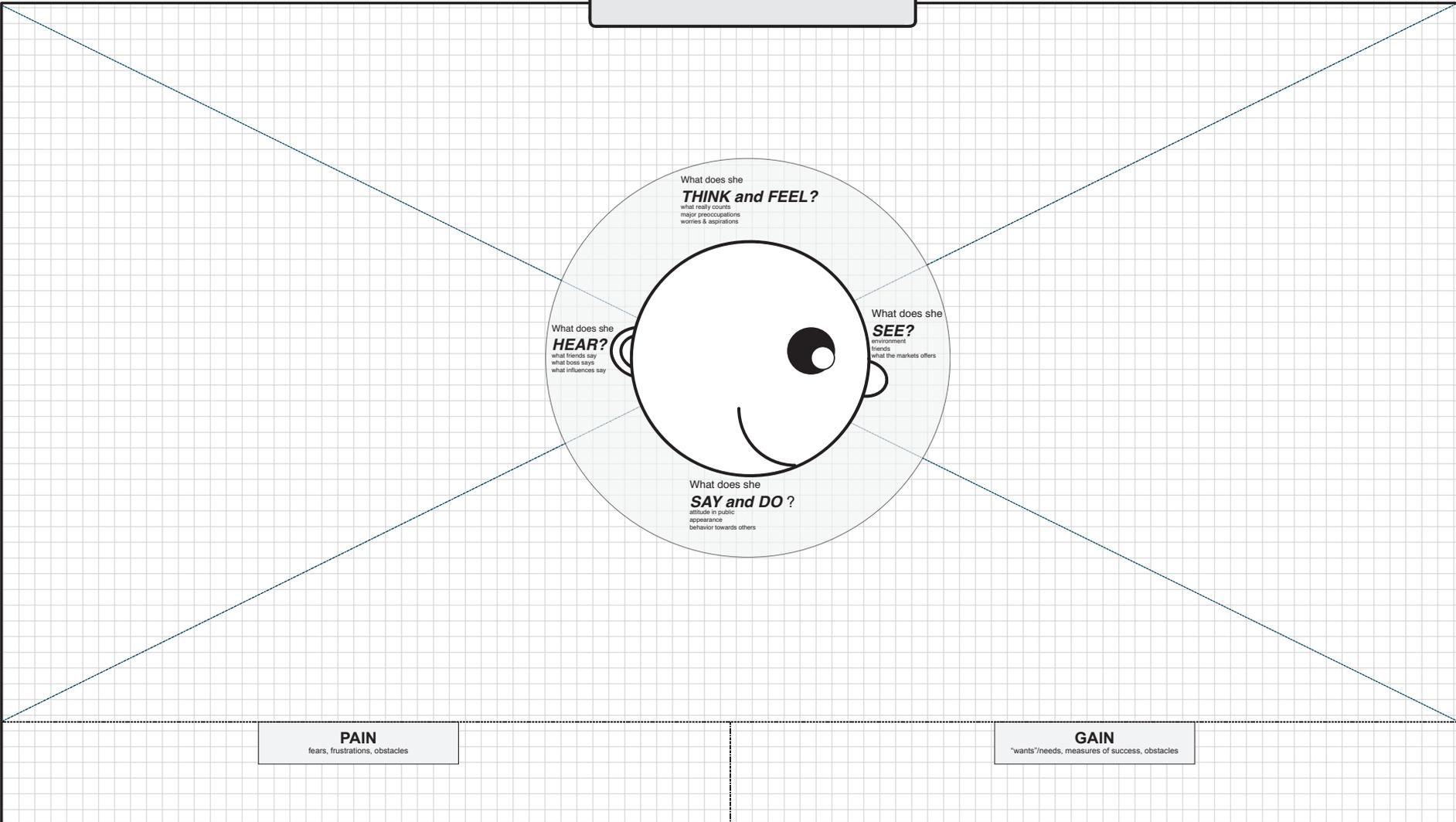
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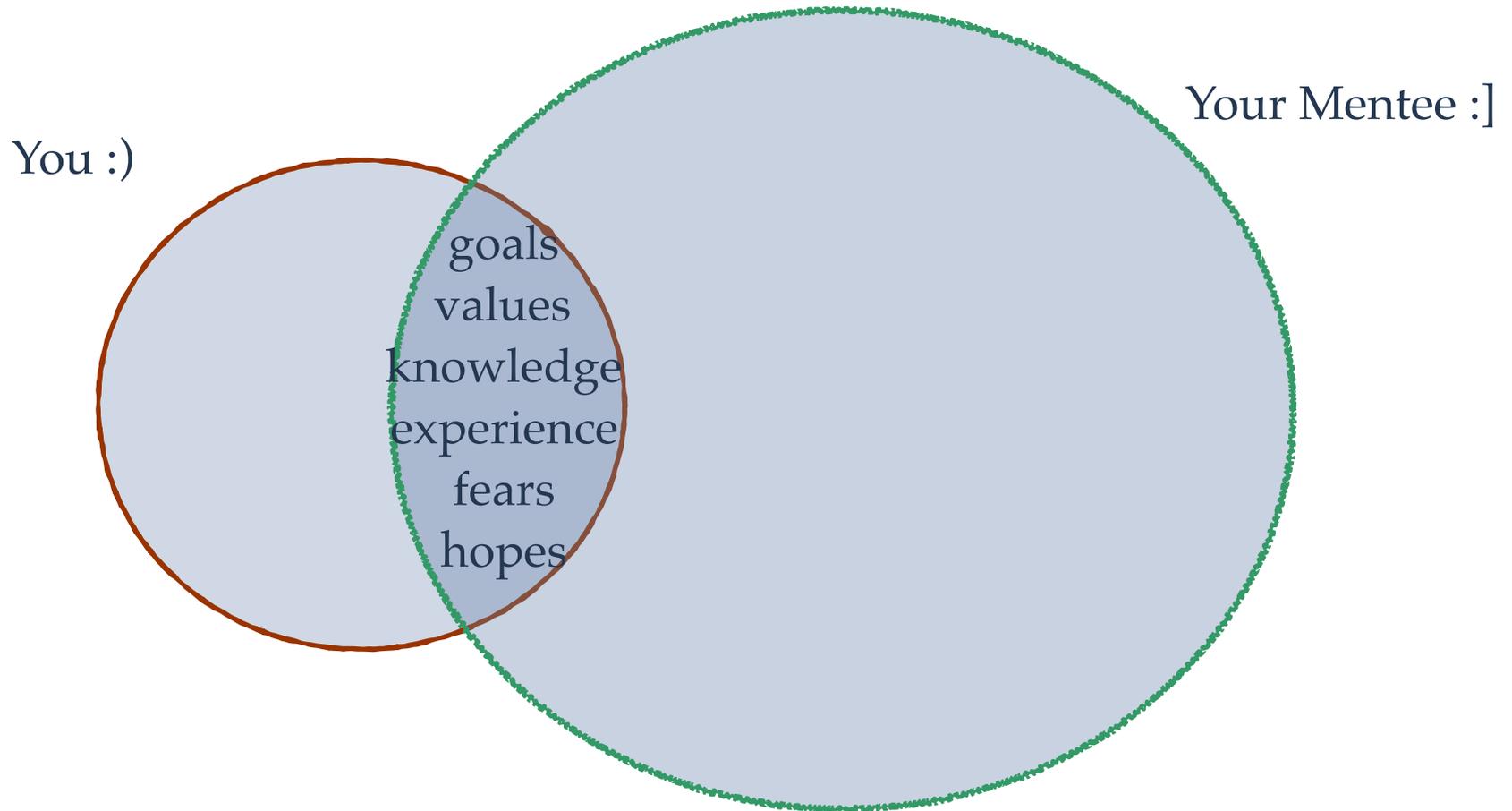
Date:

Customer Perspective:

Iteration:



Communicate first from the overlap



the meeting

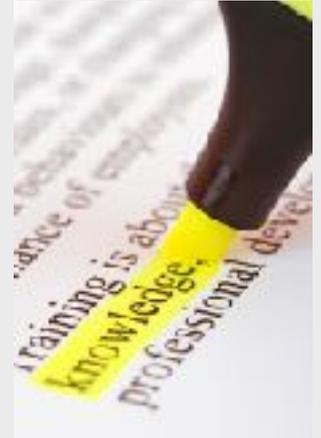
Iain's top tips



1. Prepare yourself and your participant for the meeting. How would you do this? How does the other person feel? How do you feel?
2. Find time, space and place: all 3 vitally important
3. Set the tone (relaxed) and be friendly and professional
4. Let the other person find their voice
5. Work with physical agents: laptop, cards, coloured notes, sharpies and sketchbooks...
6. Help steer conversations with crafted questions (not drive)
7. Listen (with empathy) and give space for reflection
8. Agree actions and next steps but researcher to take key actions and agree time deadlines for review
9. Keep to time but don't rush!
10. Researcher to prepare summary of agreements (one page max) for next day from these notes

What could be in an ethical interview agreement?

1. Overview and motivations
2. Responsibilities
3. Accountability
4. What will remain confidential
5. What will be shared
6. Schedule and structure of meetings-number and time
7. Giving and receiving of feedback if necessary
8. How to flag up uncertainty and disagreement
9. Understanding the conversational journey (beginning, exploring and concluding)
10. Results and how we will keep in touch



All this needs to be then written and agreed



CHECKLIST

What else would you add to your checklist?

Trust exercise



**Building the
relationship**

**High Risk
High Trust**

Peak rapport

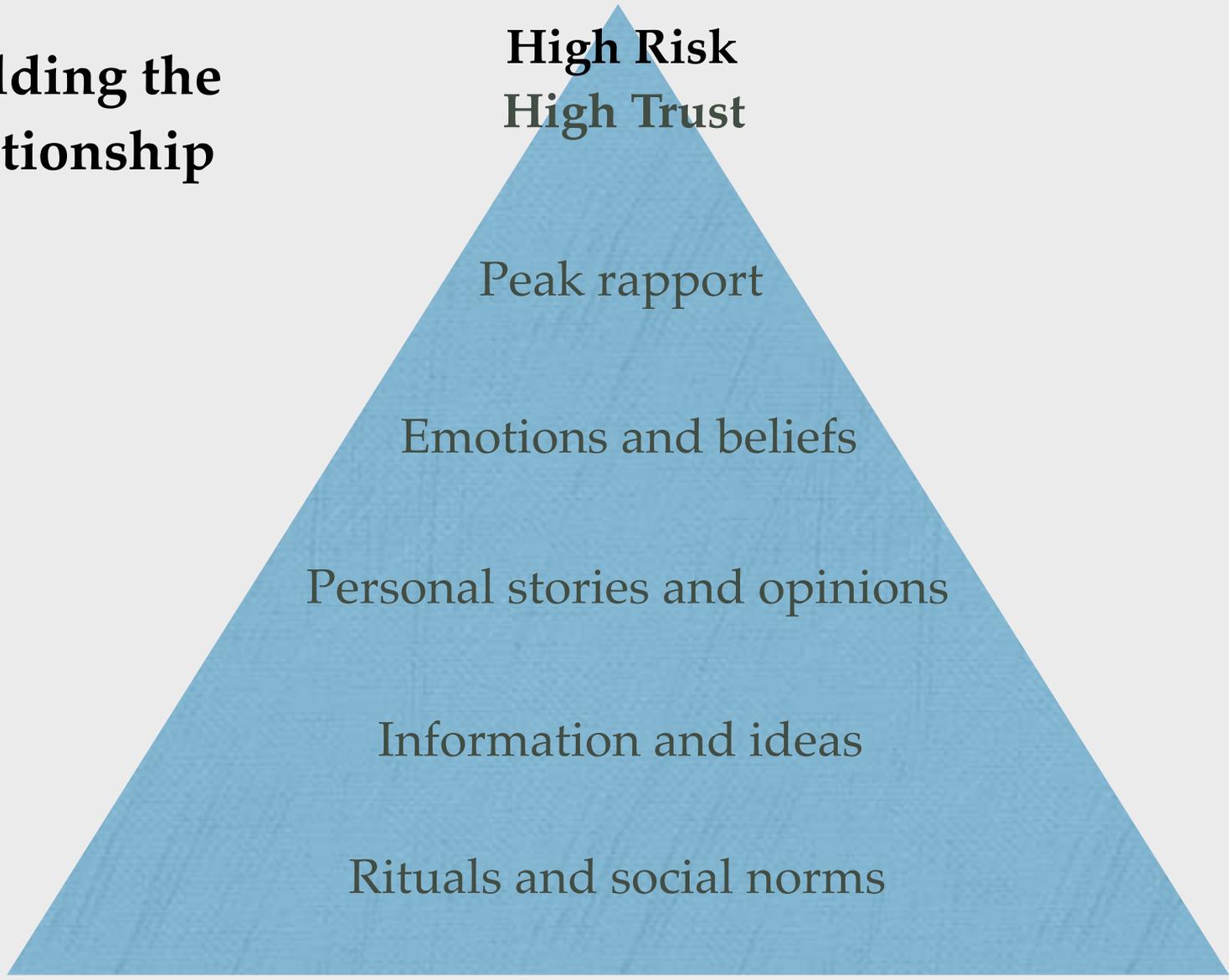
Emotions and beliefs

Personal stories and opinions

Information and ideas

Rituals and social norms

Low Risk and Low Trust



What

How

Why

The 1:1 learning and development relationship

Old School



Directive

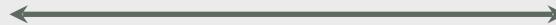
I know you/your situation
I tell or lead you
You follow my instructions
Reliance on quantitative
research questions

New School



**Non
Directive**

You know how
I ask you
You Decide
I give you time
I listen actively



Powerful Socratic Questioning

Simple, open questions have the greatest impact

Powerful pauses allow people time to frame responses

Direct questions can get to the heart of the matter

Complex questions confuse people: KISS

“Why”? can irritate and get a defensive response

Create clarity, show empathy, don't judge

Check for controlling behaviours or designing to dominate or be lead by research outputs/agendas

3 Cs of good feedback

(more soft power techniques)

CONCISE: descriptive not evaluative, specific not general

CONSTRUCTIVE: focus on needs of receiver, motivations

CARING: receiver must be ready to grow and take opportunities-focus on strengths-monitor impact of feedback



Questions for you...

how comfortable am I when not contributing my own thoughts?

how much did I resist adding what I thought or new?

what effect did it have when I concentrated only on what they said or thought?



G.R.O.W coaching model

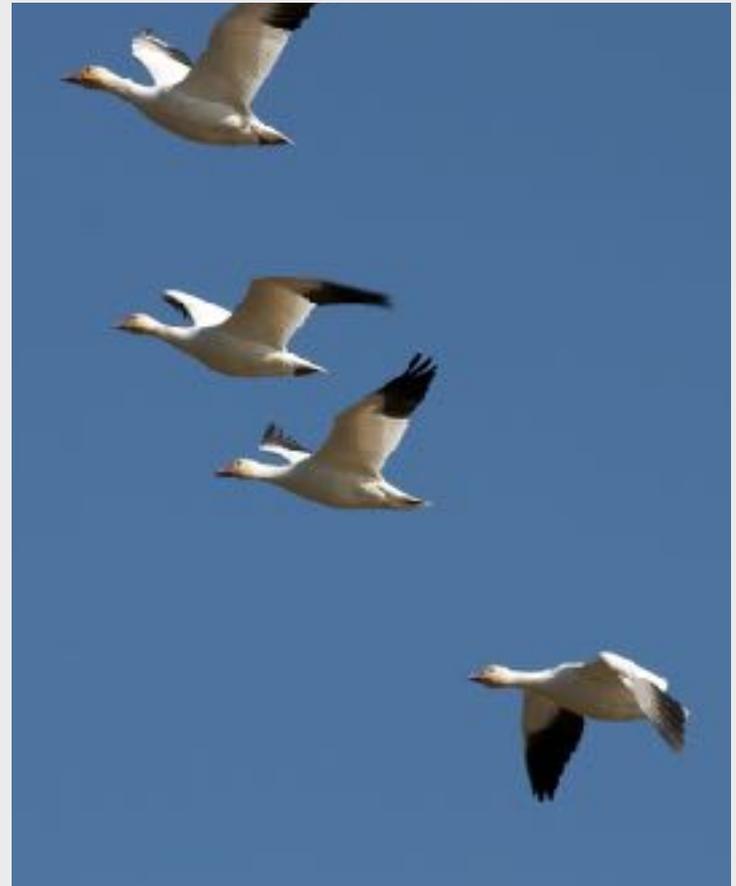
GOALS

REALITY

OPTIONS

WHAT

(will I do?)



Building rapport and relationship

**Supportive, empowering and
effective **feedback****

Different levels of **listening**

Leading through questions

Using intuition

**how to coach
the 5 star model**

(Julie Starr: The Coaching Handbook)

SWOT



culture and background

Culture

Education (culture)

Working culture

Language

Individualism?

Family expectations

Authority, respect and discipline

Belief on gender roles

Practical, creative or innovative?



Where Next? Some general sources...

Books

- ◆ 'The Coaching Manual' by Julie Starr
- ◆ 'The Mentoring Manual' by Julie Starr
- ◆ 'The Checklist' by Atul Gawande
- ◆ 'Gamestorming' by Dave Gray, Sunni Brown, James Macfuno
- ◆ 'Six Thinking Hats', Edward De Bono
- ◆ 'Drive: The truth about what motivates us', Daniel Pink
(also watch his TED talk)
- ◆ The School of Life: Conversation Cards
www.theschooloflife.com/shop/games-kits/