

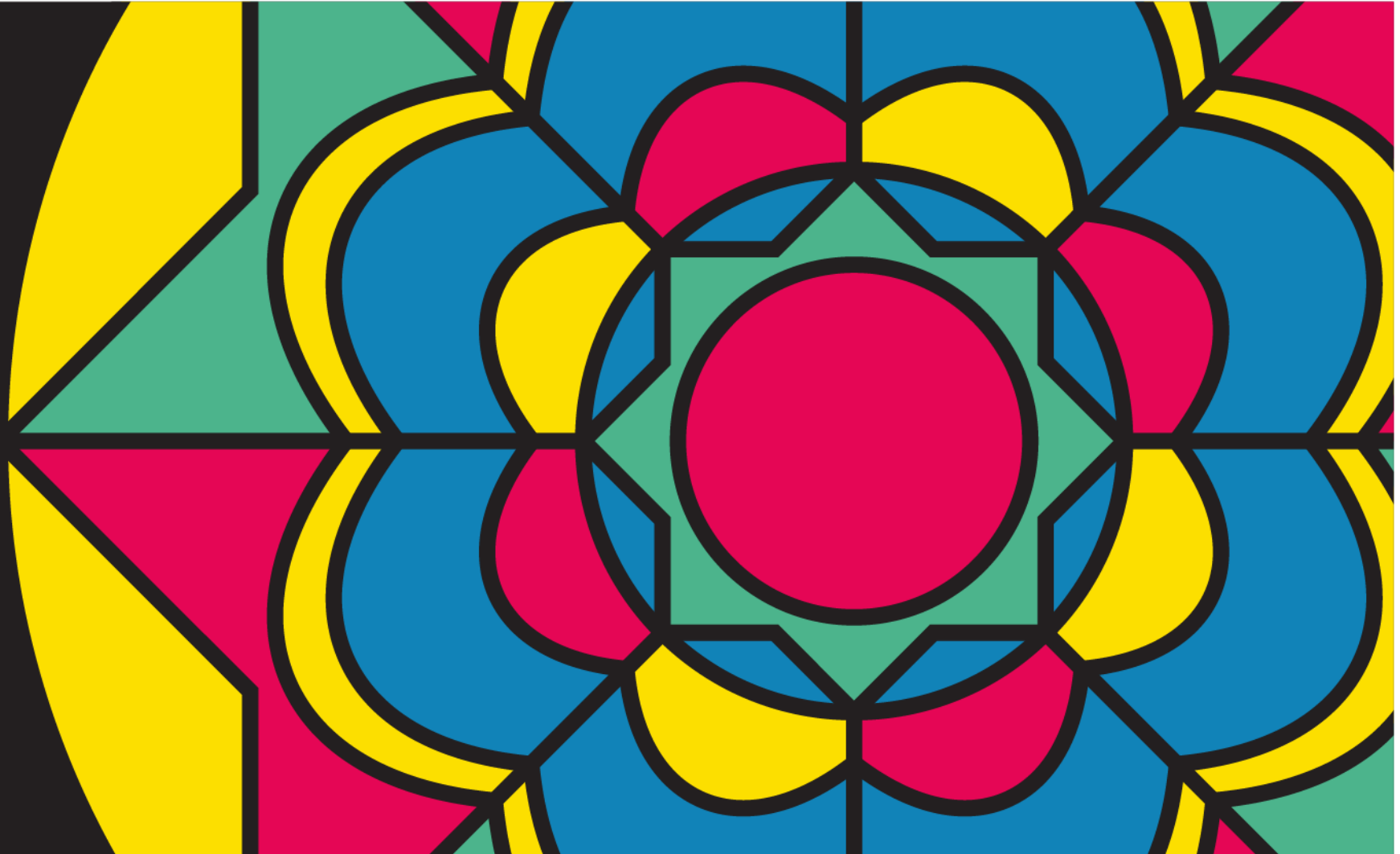


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**CMI Level 7 Certificate in
Leadership Coaching &
Mentoring**
October 2023

Day Two



Welcome Back!



- Agenda and Timings
- Re-cap learning from yesterday

Biggest learning / takeaway?

- What we hope to get from today



Attitudinal Foundations



ATTITUDINAL FOUNDATION	DESCRIPTION
NON-JUDGING	Impartial witnessing, observing without evaluation and categorisation.
PATIENCE	Allowing things to unfold in our own time, patience with ourselves and others.
BEGINNER'S MIND	Seeing things as if for the first time, being receptive to new possibilities.
TRUST	Trusting both oneself and the process.
NON-STRIVING	Non goal orientated, remaining unattached to the outcome or achievement.
ACCEPTANCE	Open to seeing and acknowledging things as they are. It does not mean approval.
LETTING BE (rather than letting go)	Non attachment and the ability to put aside the tendency to elevate some aspects of our experience and to reject others.

Fundamental Coaching Skills

Starr (2015)



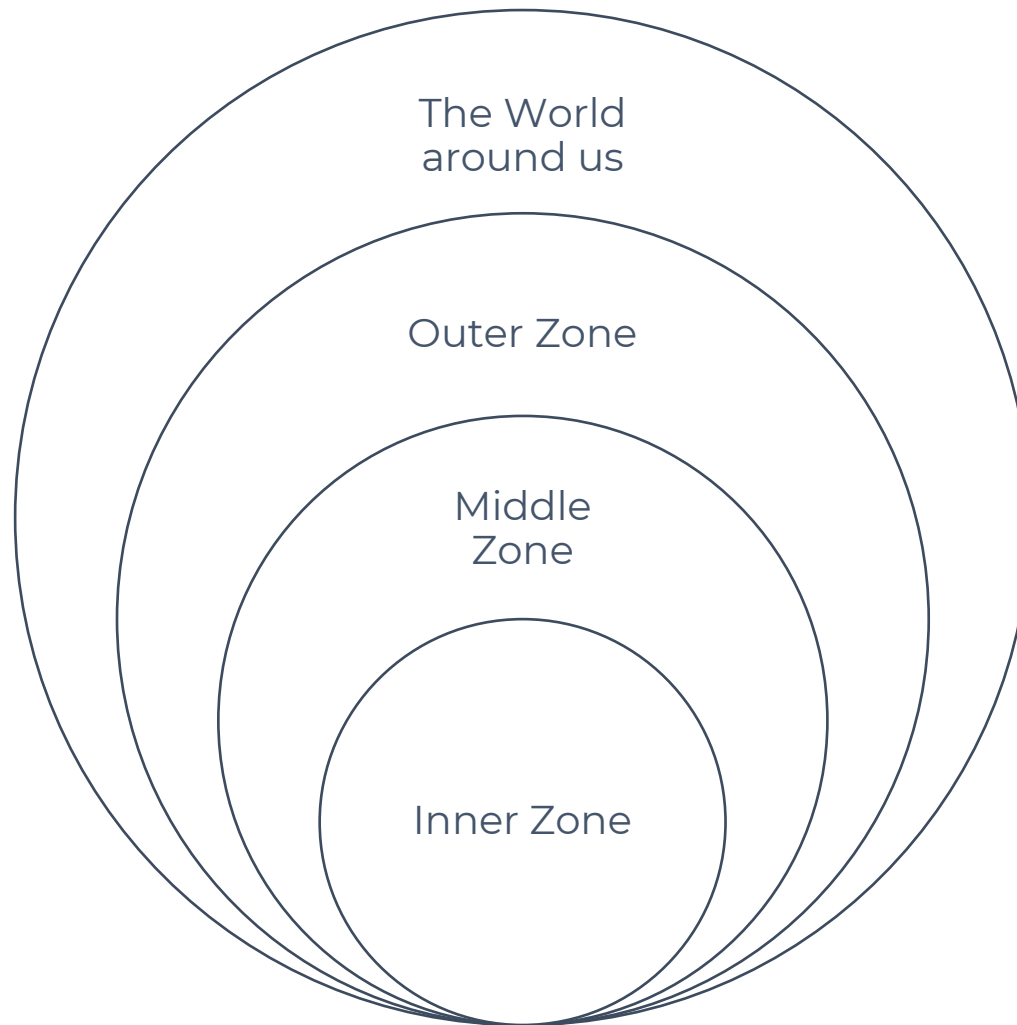
Practicing Non-Judgement



- Am I judging based on appearances?
- Am I judging based on the past?
- Am I judging based on someone else's opinion?
- Am I being biased?
- Do I have limited views and understanding?
- Do I have all the information?
- Are my emotions clouding my judgment?



Use of Self – Zones of Awareness

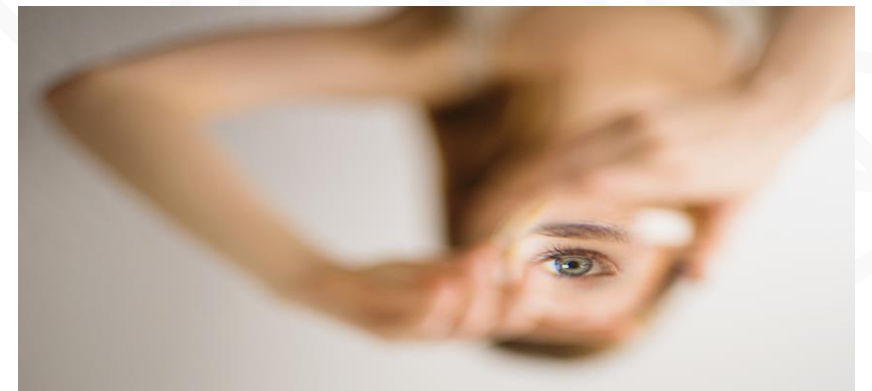


Use of Self



- Allows a coach to collect rich experiential data in the 'here and now'. The relationship between coach and coachee is a microcosm of the real world outside the coaching room.
- Your reaction as coach to the coachee, may reveal something hidden from the coachee that may be useful for the coachee to have feedback on, in a safe and supportive environment e.g. a coachee who goes into enormous detail on most stories in each session that leaves you bored, is likely to be doing the same thing with others in the work environment and your reaction may be typical of how others perceive them.

HOW?



How might it look?

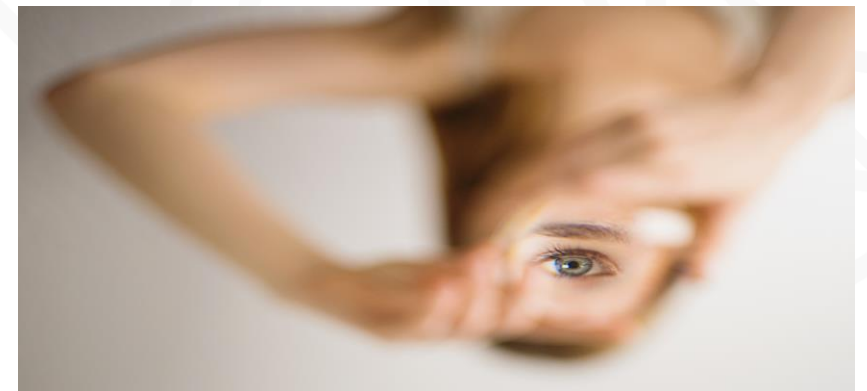


Direct feedback

"I've noticed you give me a lot of detail and I'm finding that difficult to assimilate and keep up with. I wonder if you also do this with your team and co-workers. How might they react to that?"

Reflective sharing of your own emotions / sensations

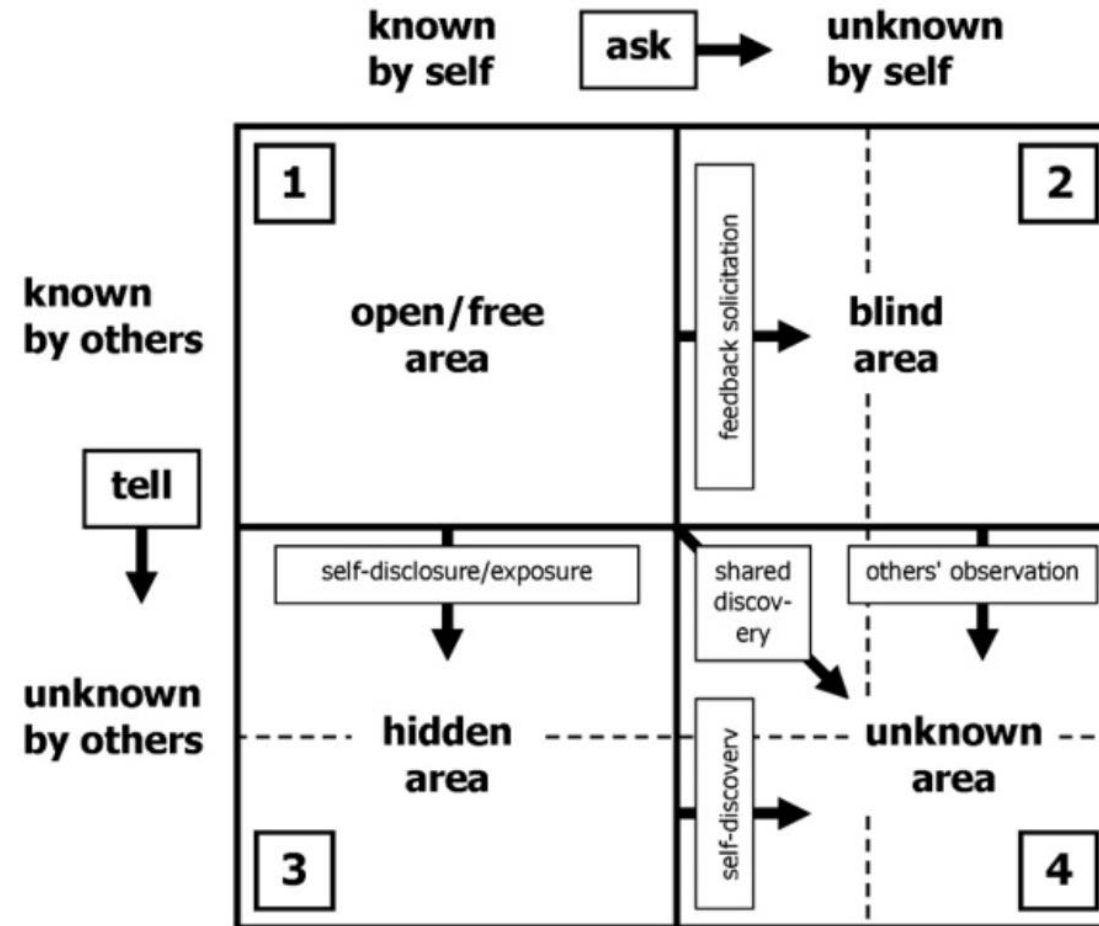
- Feelings ("I notice a deep sense of sadness in me as you said that; do you think there is sadness around?")
- Bodily experiences ("as we are talking, I notice a real heaviness in my body; I'm wondering if that says something about what is happening right now")
- Images that come to mind ("as we are talking an image of a treadmill comes to mind; does that catch a sense of what it's like for you")



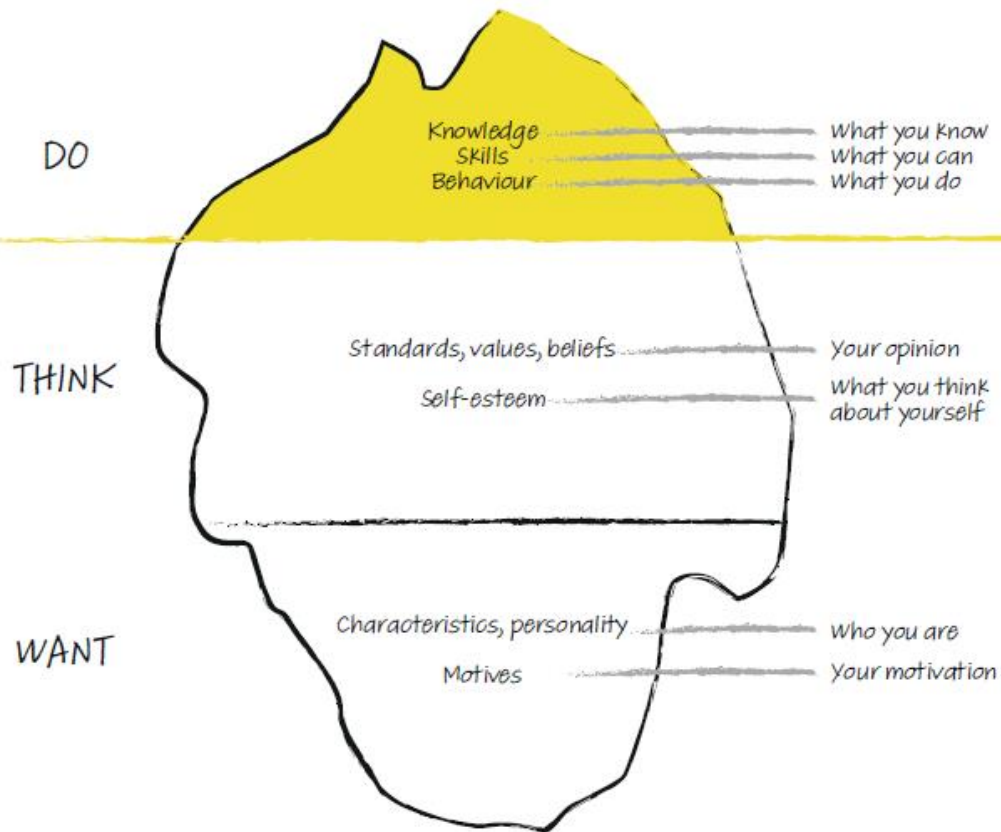
Johari Window



"Until you make the unconscious conscious, it will direct your life and you will call it fate"
(Carl Jung)



McClelland's Iceberg Model



Theory of Motivation

1. Need for achievement
2. Need for power
3. Need for affiliation
4. Need for avoidance

Frames of Reference



Traits
Preferences
Beliefs
Values
Needs

Behavioural Styles



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HIGH

RELATIONSHIP FOCUS
RESPONSIVENESS

Amiable

Relationship based.
Values co-operation.
Likes others to feel included.

Expressive

Intuition based.
Values enthusiasm.
Likes to shape the future.

Ideas to adapt and connect with other communication styles

Break the ice. Listen and respond.

Be lively. Ask for ideas and options.

Be prepared. Cover all bases.

Be brief. Get to the point.

Analytical

Thinking based.
Values information.
Likes to know the rules.

Driver

Action based.
Values overcoming issues. Likes action.

HIGH

LOW

Beliefs

Money is...

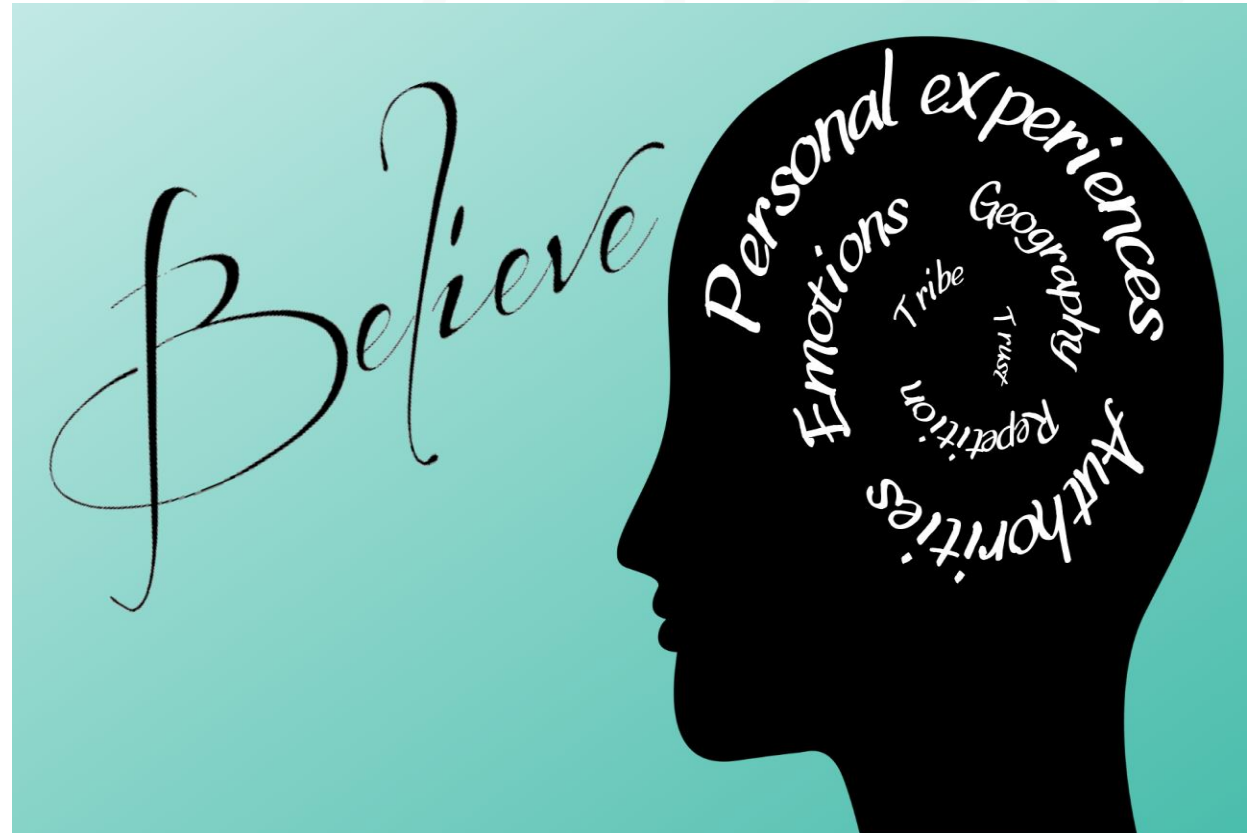
People are...

Work is...

Life is...



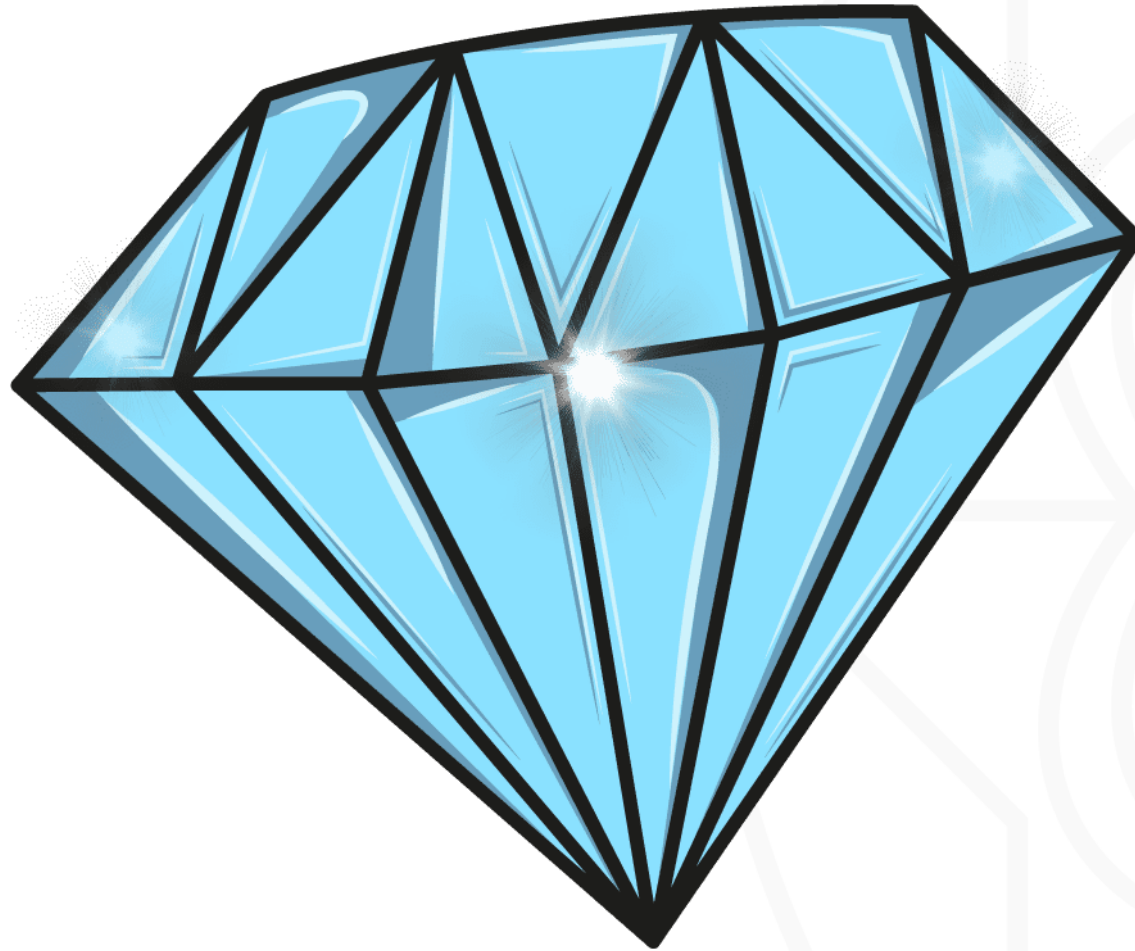
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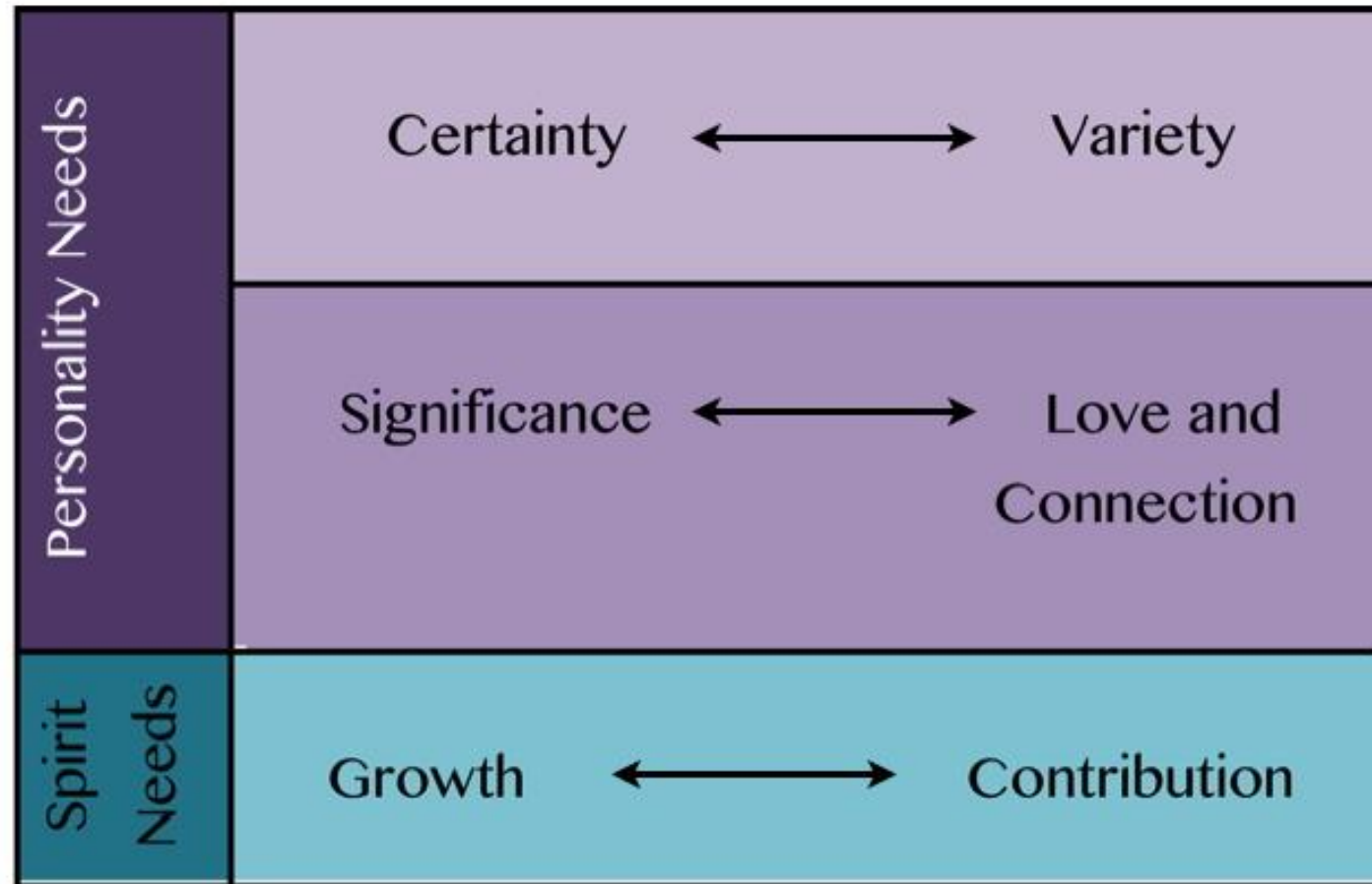
Values



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Human Needs - Robbins



Wheel of Life – Incisive Questions

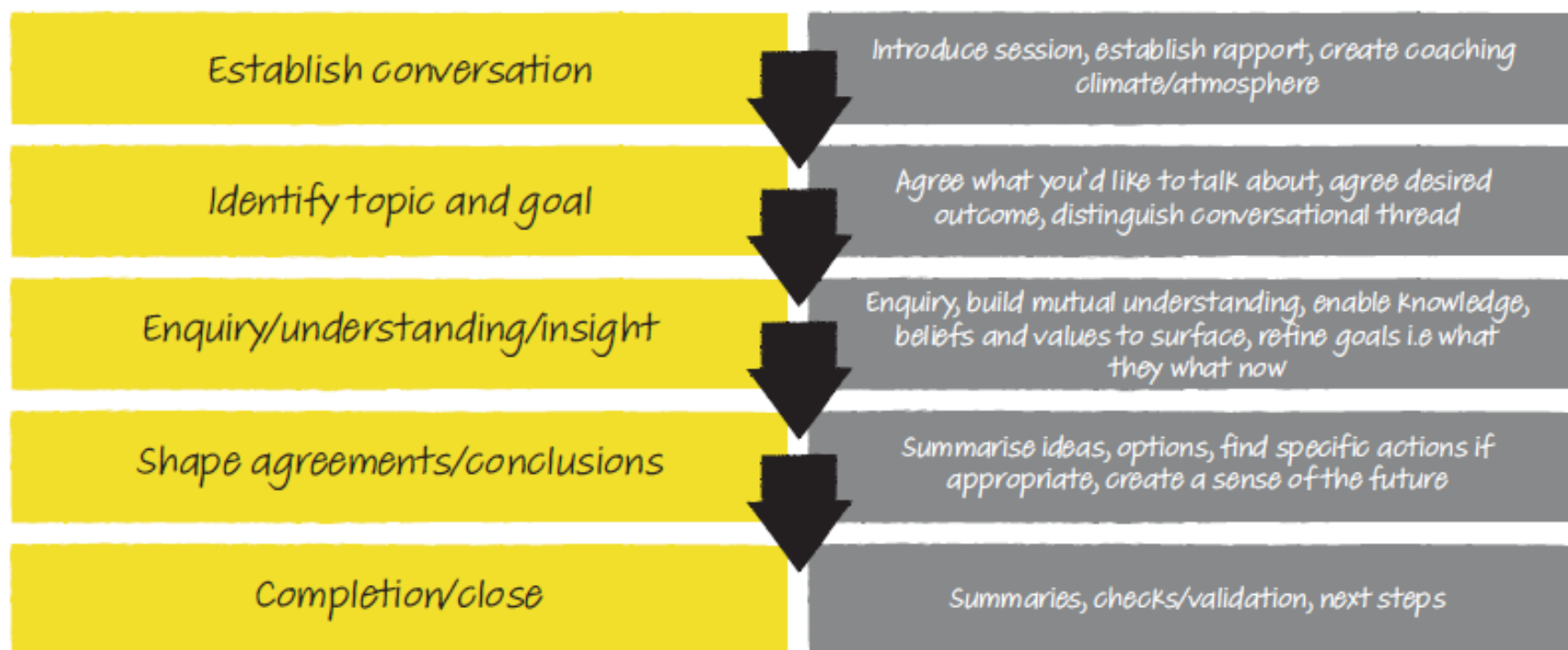
1. What am I assuming that is limiting my thinking here?
2. What am I assuming that is most limiting my thinking here?
3. Is that assumption true?
4. What is a liberating true alternative to the limiting assumption?
5. If I knew (insert true alternative), what would I think or feel or do?

The Coaching Path

Starr (2015)



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Next Steps...

- Review slides and resources
- Review tool kits and your notes
- Practice the fundamentals – being over doing
- Look at ManagementDirect
- Look for coaching opportunities
- Make contact with your co-coaching sets – agree ways of working
- Values and human needs activity



...we'd love to continue the conversation.

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