

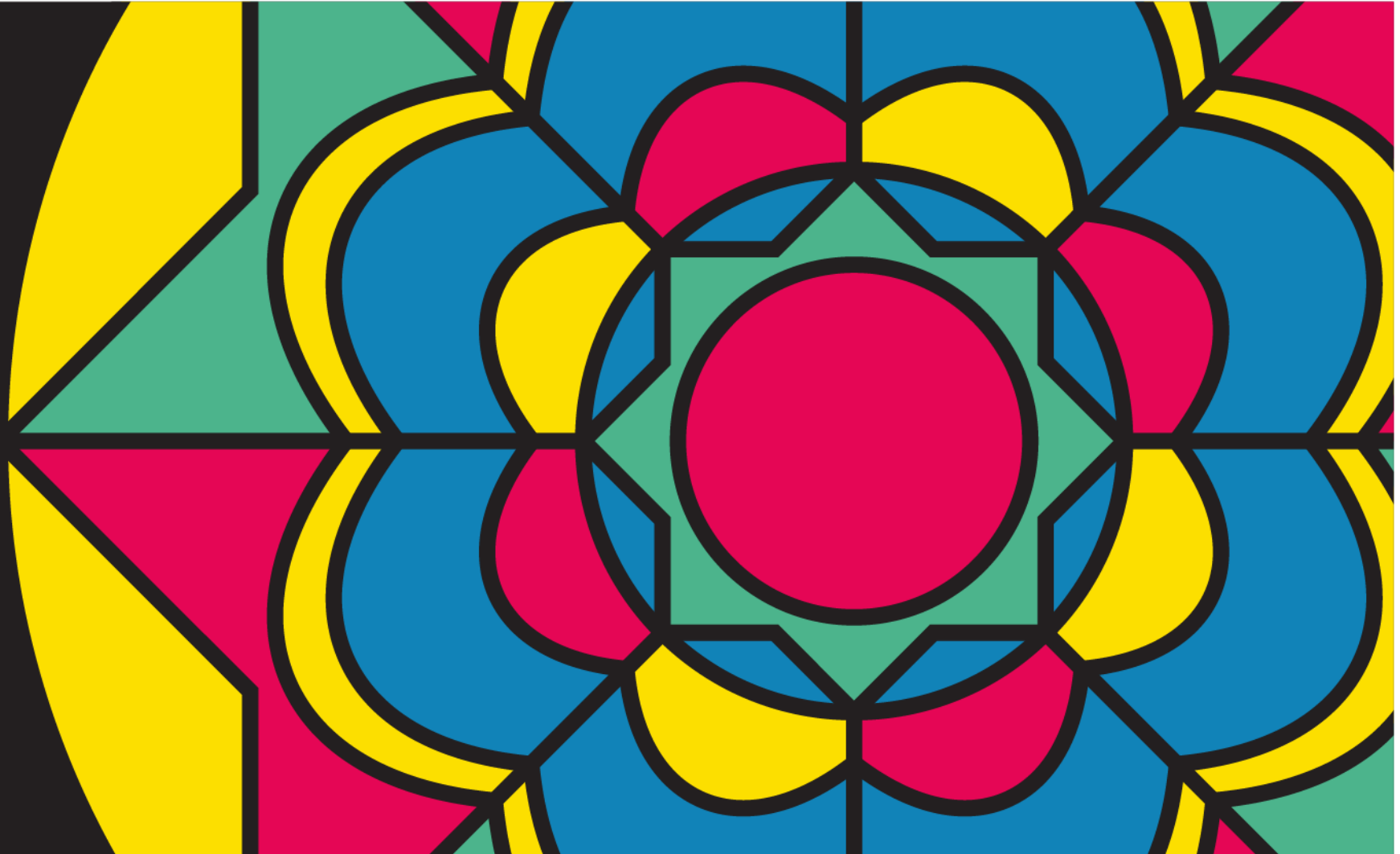


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**CMI Level 7 Certificate in
Leadership Coaching &
Mentoring
January 2024**

**Coaching and Mentoring within
Organisational Culture
Unit 7015**



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.



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Group Contract

- Confidentiality
- Non judgement
- Respect
- Individuality
- Honour uniqueness
- Open minded
- Vulnerability
- Say it out loud, not hiding
- Support, have each others back
- Listening
- Empathising
- Being, feeling heard
- Self development, growth
- Honesty
- Trust



Welcome Back!



- Agenda and Timings
- Programme orientation
- Assignments
- Coaching presence: ALS and co-coaching sessions
- Skills practice and impact
- Ethical dilemmas
- AC Coaching Competencies
- Global Code of Ethics
- Group work and self assessments



Coaching Presence: Abravanel



Based on the personal interview data, six themes emerged that portray coaching presence during a coaching session:

1. Mindful Self-Awareness
2. Authentic Connection (empathetic connection – core conditions)
3. Deep Attunement (L2 and L3 listening)
4. Embodied Engagement (inner zone of awareness, somatic presence)
5. Holding Outcomes (robust container, allowing for but non-attachment to emergent outcomes)
6. Structural Alignment (management of the physical or virtual space, skillful communication)

Unit 7015



This unit is about linking coaching and mentoring to strategic performance objectives, the impact of culture on coaching and mentoring and the impact of coaching and mentoring on culture

Learning Outcomes

- Be able to demonstrate the links between strategic performance and coaching and mentoring.
- Understand the impact of organisational culture on coaching and mentoring.
- Understand how coaching and mentoring can impact the organisation.



Organisational Culture

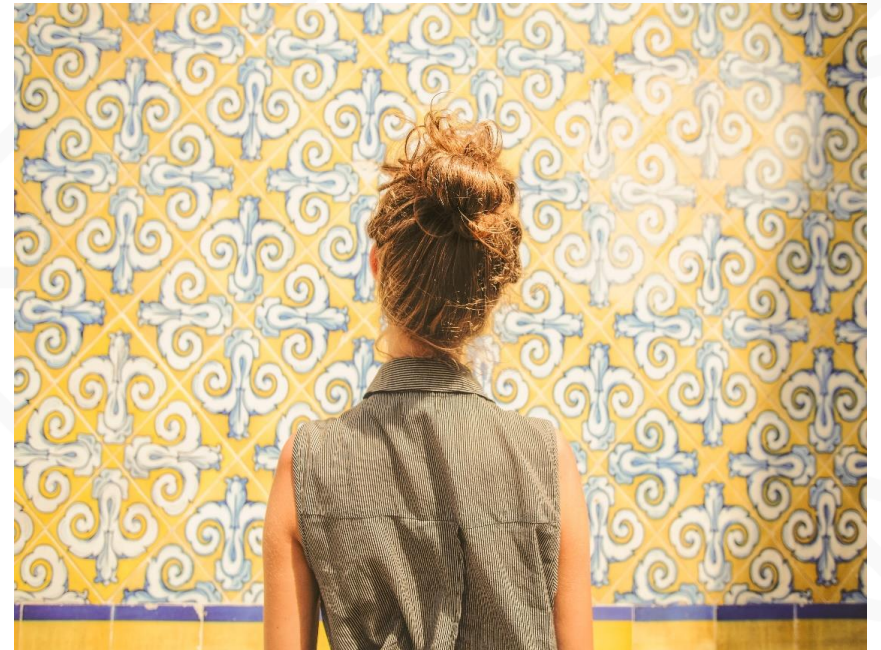


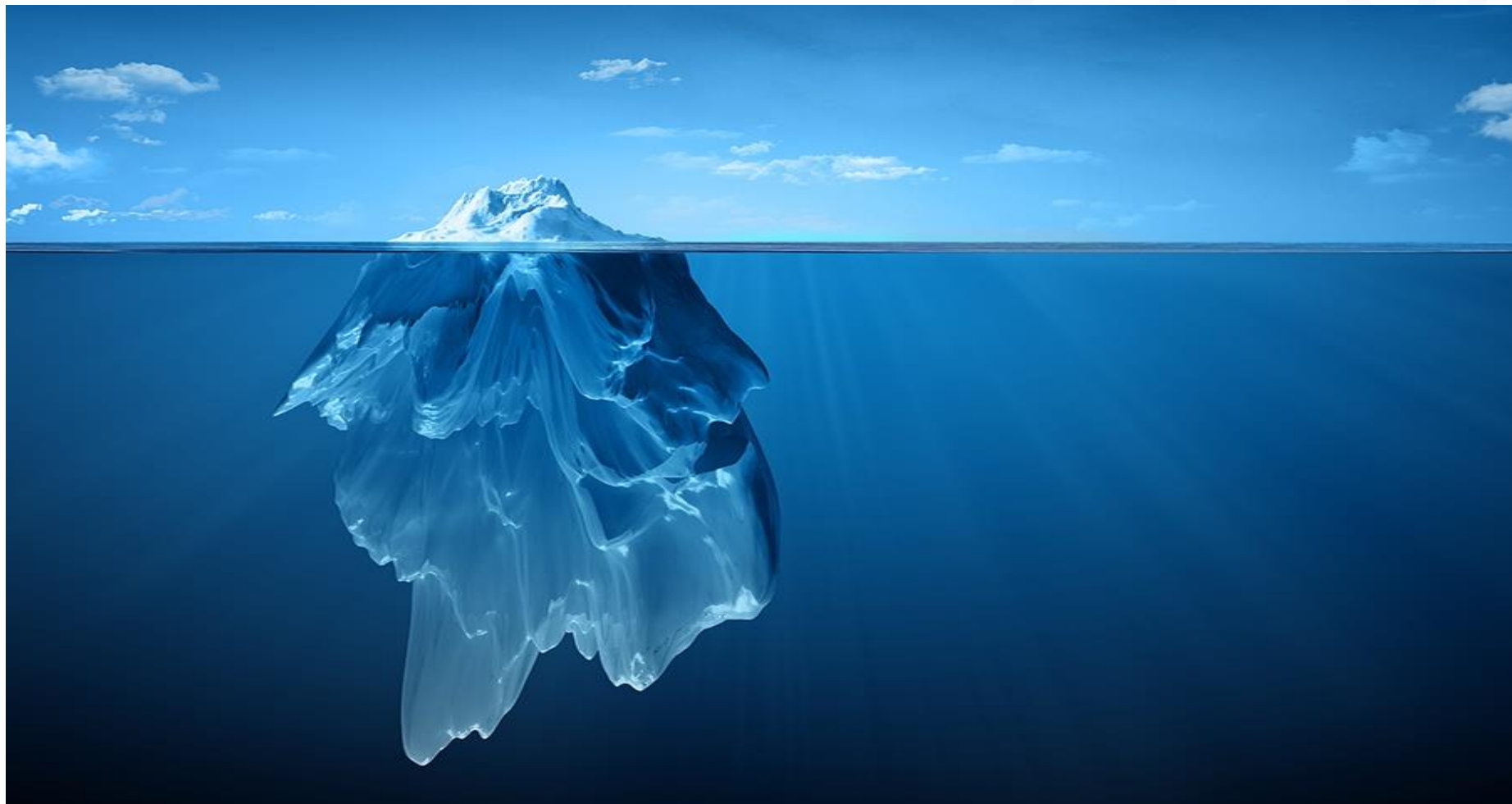
‘Culture: From the Latin cultus, which means to care.’
Daniel Coyle, Culture Code

‘The way things get done around here.’
Deal and Kennedy

‘Organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviours of its members.’
Andrew Brown, Organizational Culture

‘Culture is accepted, normalised and encouraged behaviours that takes place between group members’
Mosaic Partners





Psychological Safety: The Culture Sweet Spot

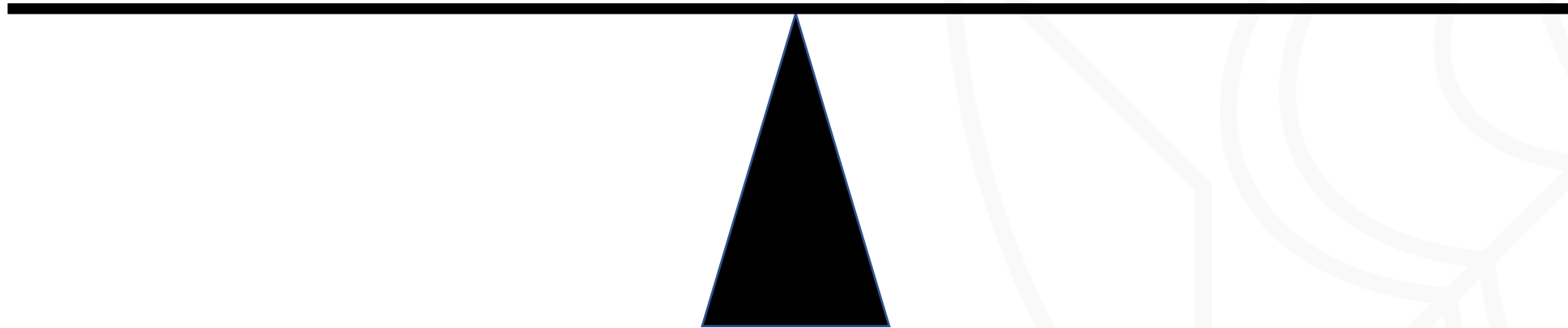


Maintaining psychological safety is the one of the most important factors for optimising both well-being and performance.

(Google Aristotle Project 2015)

Health and Well-being

Productivity and Performance



Defining Psychological Safety



‘Psychological safety is a condition in which you feel (1) included, (2) safe to learn, (3) safe to contribute, (4) safe to challenge the status quo – all without fear of being embarrassed, marginalised, or punished in some way.’

Timothy R. Clark (2020)

‘In the team context, psychological safety is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes, and that the team is safe for interpersonal risk-taking.’

Amy Edmondson (1999)

‘Psychological safety is having the freedom to show up bravely, courageously and authentically as yourself without fear of negative consequences. In a psychologically safe culture, people feel safe to learn and share experience together without fear of being judged or disadvantaged in some other way.’

Mosaic Partners (2021)

Psychological Safety and Human Needs



Adapted from Clark (2020 p3)

Psychological Safety: why it matters



‘In a psychologically safe workplace, people feel free to share ideas, mistakes, and criticisms. They are less worried about protecting their image and more focused on doing great work. That is, they are free to focus on and contribute to the company’s mission.’

Amy Edmondson (2018)



Indicators of Psychological Safety



+ Trust

Trusting that we are fully and genuinely positively accepted, valued, and honoured by other team members

Acceptance and Belonging

- Fear

Absence of fear, knowing that we won't be judged, ridiculed or otherwise disadvantaged in any way by being ourselves and saying what we really think

Grounded Theory Coaching Study



Objectives: identify the key behaviours used by executive coaches that were perceived by coachees to have the most favourable impact on their experience and progress.

Results:

The attributes of the coach

- Coach experience
- Coach is affirming
- Coach is non-judgemental
- Coach is trustworthy
- Coach is independent



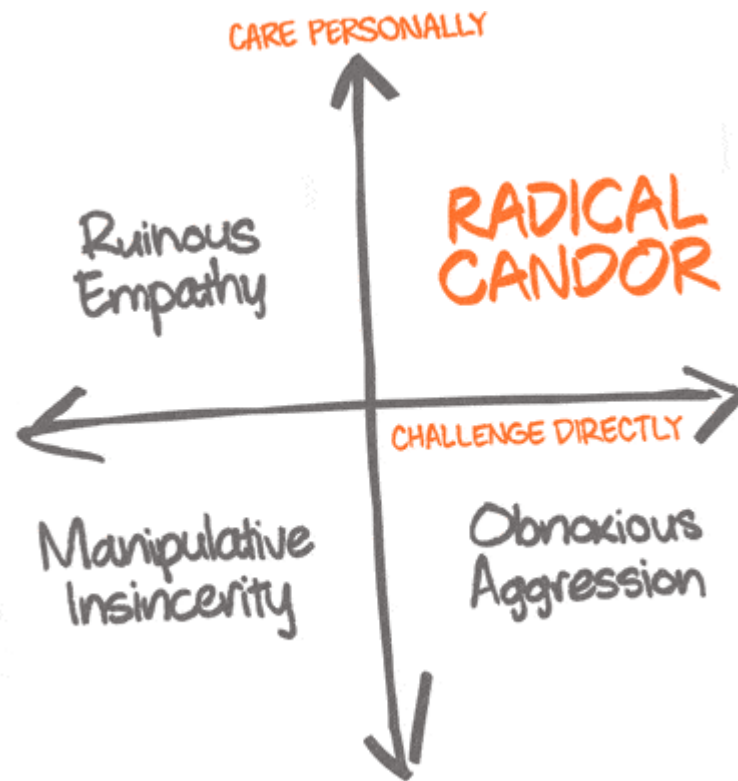
The coach's behaviour

- 'Common sense' confidentiality
- Holding emotions
- **Challenge and support**
- Problem solving
- Setting take-away tasks
- Being non-directive
- Using self as a tool
- Developing alternative perspectives
- Questioning, listening & reflecting
- Staying focused
- Being empathetic
- Using tools and techniques

Outcomes

- Behavioural adaptation
- Exploring motivation
- Sense of self
- Learning transfer
- Managing emotions
- Holistic view
- A shared vision
- Team relationships
- Staff retention

Support Vs Challenge (Coaching presence)



Obnoxious Aggression™ is what happens when you challenge but don't care. It's praise that doesn't feel sincere or criticism that isn't delivered kindly.

Ruinous Empathy™ is what happens when you care but don't challenge. It's praise that isn't specific enough to help the person understand what was good or criticism that is sugar-coated and unclear.

Manipulative Insincerity™ is what happens when you neither care nor challenge. It's praise that is non-specific and insincere or criticism that is neither clear nor kind.

Radical Candor™ is when you have a healthy mix of the two.

Coaching Practice



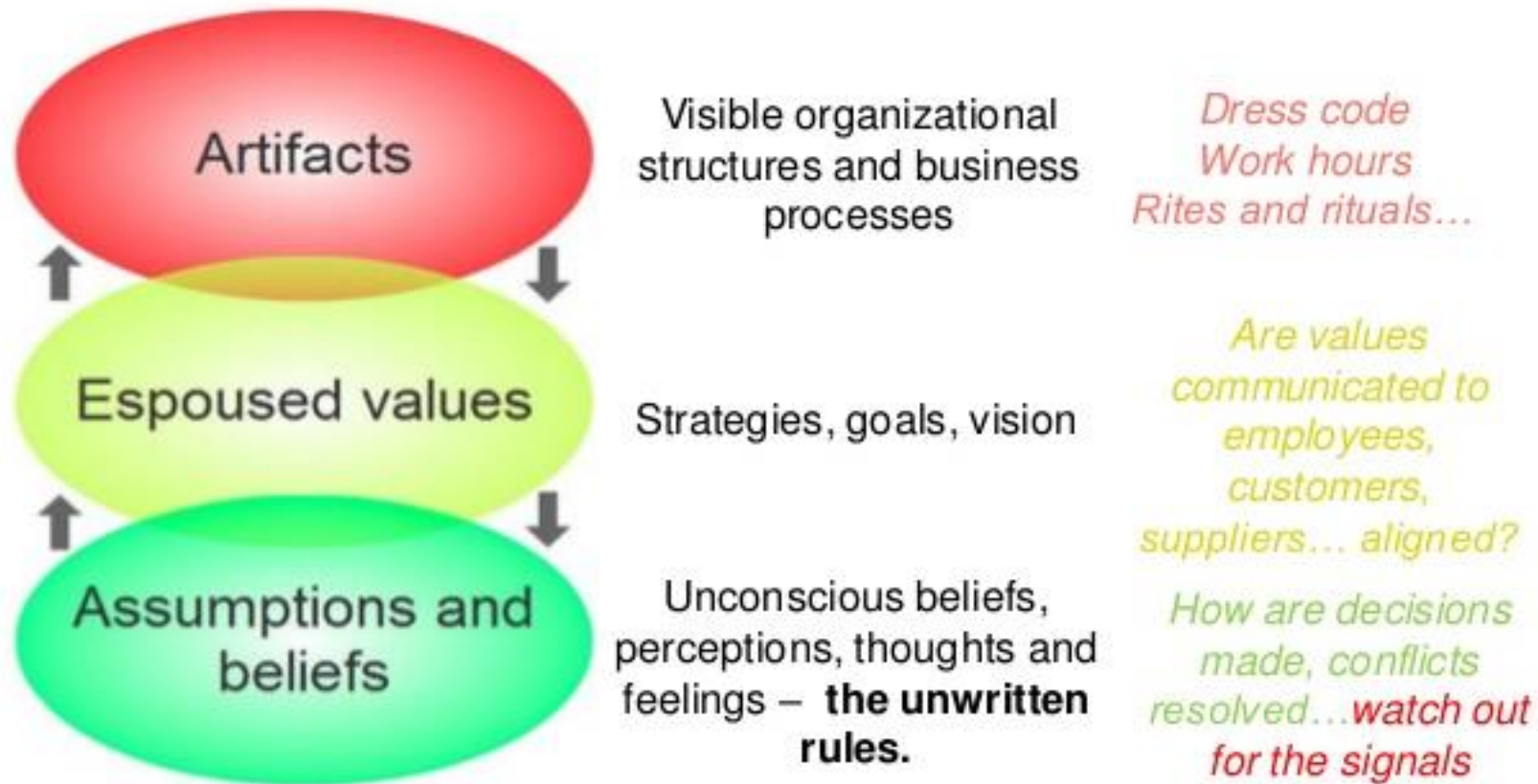
- Wheel of Life
- Complete your coaching practice – both ways.
- Complete your AC Coaching Competency Self-Assessment and PDP document, based on your personal reflection and feedback from your partner.



Organic Practice Model: Bird & Gornall



Culture Models: Schein's 3 Levels



Culture Models: Handy Culture Types



POWER

Power radiates from a few individuals. Often found in entrepreneurial Organisations. Few rules, little bureaucracy. Decision making swift.

ROLE

People have clearly delegated authorities. Highly defined structure role. Typically tall organisational structure. Slow decision making.

TASK

Teams are formed to solve particular problems with power deriving from expertise. No single power source. Matrix organisations.

PERSON

People believe themselves to be superior to the organisation. Common in firms of professionals. Success depends on retaining key personnel.

Culture Models: Johnson and Scholes

Culture Web



Espoused Vs Real Cultures



Communication

We have an obligation to communicate

Respect

We treat others as we would like to be treated

Integrity

We work with customers and prospects openly, honestly and sincerely

Excellence

We are satisfied with nothing less than the very best in everything we do

We are part of a global movement for change, empowering people to create a future that is secure, just, and free from poverty.

In poverty, people have little power and are denied an effective voice. Poverty means little income, too few assets, lack of access to basic services and opportunities, deep inequalities, ongoing insecurity and little opportunity for development

Women and girls are often the most oppressed by poverty; their needs and rights must be central to eliminating it.

The Reality of Cultures

'The culture of any organisation is shaped by the worst behaviour the leader is willing to tolerate'

Gruenter and Whitaker



Rouge Cultures



Groupthink (Janis, 1972). 'Occurring when a group makes faulty decisions because group pressures lead to a deterioration of mental efficiency, reality testing and moral judgement'.

Symptoms of groupthink include:

- An illusion of invulnerability
- Collective rationalism
- Belief that the rightness and righteousness of their cause allows ethical and moral consequences of their decision to be ignored
- Negative views of people holding other opinions. They are viewed as “the enemy” rather than people who hold a different but valid view
- Direct pressure on dissenters in the group to only hold and voice the views of the group
- Self-censorship where doubts or deviations from the group consensus are not expressed
- An illusion of unanimity where all members believe that everyone in the group holds the same views; and
- Self-appointed mind guards that protect the group by attacking any views or anyone holding views perceived to be contrary to the views of the group.

Wilful Blindness



Margaret Heffernan (2012)

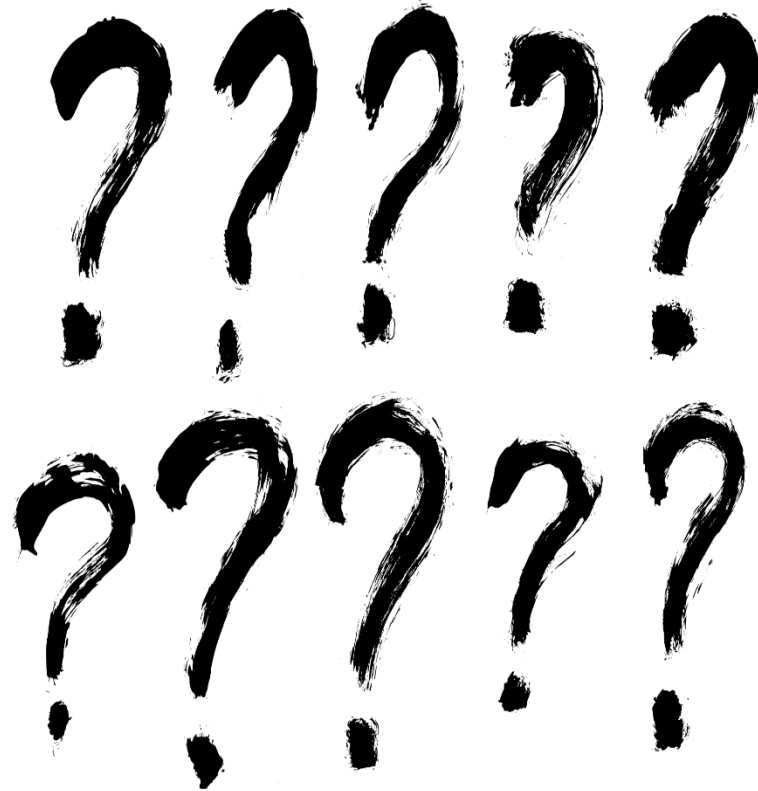
“You may find that a defendant had knowledge of a fact if you find that the defendant deliberately closed his eyes to what would have otherwise been obvious to him.

Knowledge can be inferred if the defendant deliberately blinded himself to an existence of a fact”.

Judge Simeon Lake summing up in the trial of Jeffrey Skilling and Kenneth Lay, CEO and Chairman of Enron.



1. Diagnose the Culture



2. Articulate the 'ideal' Culture



Think about the strategic objectives of your organisation – what type of behaviours / cultures are going to leverage those? What type of behaviours / cultures are directly opposed to the achievement of those objectives?

Now look at your answers:

- Which of these cultures or behaviours need to be built upon?
- Which of those need to be stopped?
- What would be ideal?
- What behaviours would you like to see more of or instead of?
- How big is the gap?

3. Strategic Coaching and Mentoring



Think about the strategic objectives of your organisation – what type of behaviours / cultures are going to leverage those? What type of behaviours / cultures are directly opposed to the achievement of those objectives?

Now look at your answers:

- Which of these cultures or behaviours need to be built upon?
- Which of those need to stop?
- What would be ideal?
- What behaviours would you like to see more of or instead of?
- How big is the gap?



**We can map new processes and systems,
design new structures, create massive
communication plans, train people and call it
change but if people continue working like
before or if their behaviours have not
changed much, then all we have is the illusion
of change."**

Leandro Herrero

Tipping Points: Malcom Gladwell



“We have, in short, somehow become convinced that we need to tackle the whole problem, all at once. But the truth is that we don’t. We only need to find the Tipping Points”

Malcolm Gladwell



Viral Change: Leandro Herrero



Viral Change (Leandro Herrero 2010) entails:

- 1) The uncovering and articulation of a small set of (non-negotiable) behaviours to sustain the change goals.
- 2) The identification of and reaching out to a small number of well connected and influencing employees – role models.
- 3) The ongoing coaching and support to that community of champions and;
- 4) The capturing of changes and tracking of progress via stories and other means.

Viral Change



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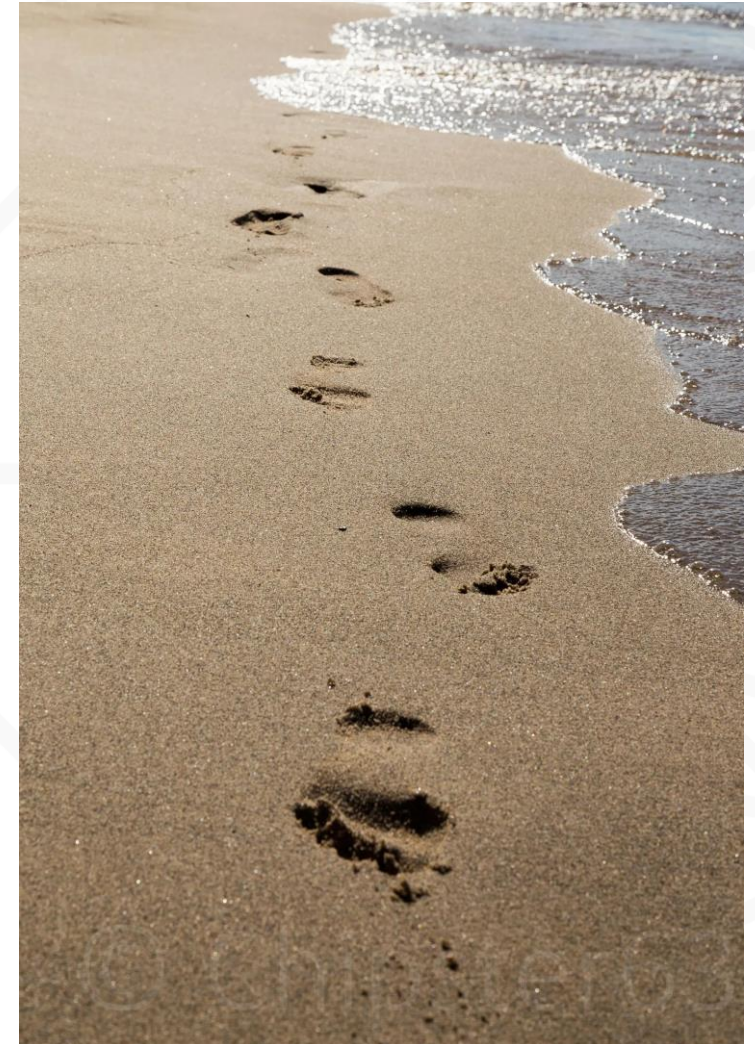


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Next Steps



1. Complete your AC Coaching Competency Self-Assessment and Action Plan – bring to next session.
2. Consider how you will address the cultural elements of your coaching and mentoring strategy. What will support / inhibit coaching and mentoring?
3. Practice, practice, practice.
4. Complete coaching hours practice and update all coaching and study logs.
5. Complete a co-coaching session.





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

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