

FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership

Workbook: Coaching and Mentoring



getflowtrained.com/playbook/coaching/

Coaching and Mentoring

Coaching is a process of inquiry and reflection.

Coaching is devoted to provoking action.

Coaching involves the following types of inquiry:



- Train team members
 - Analyze performance
 - Help others learn
 - Don't tell, ask why
 - Provide encouragement and celebrate failures
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- Display characteristics others should emulate
 - Provide actionable feedback
 - Teach others to learn to see

The following provides guidelines for supporting coaching activities, internal or external, of your current organization. It's not possible to teach coaching in one short worksheet so we have provided guidelines for you to be reminded of when coaching. The first set of guidelines are provided to aid coaches identifying their client's issues. The second set of guidelines are provided to support coaches when ready to begin the coaching process.

PRINCIPLES FOR THINKING ABOUT A CLIENT'S ISSUES

Some weaknesses are strengths overdone.^a	
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Persistent behaviors most likely have positive purposes. ^a	
Assuming similarities when they do not exist can lead to unrealistic expectations and conflict. ^a	
An outdated view of the self can lead to behaviors that are disproportionate to current reality. ^a	
Being both differentiated and connected is essential for effective leadership. ^a	
The ability to see one's responsibility in each situation and the willingness to take calculated risks are key to making progress. ^a	
PRINCIPLES FOR TAKING ACTION WITH A CLIENT	
Listen, listen, listen^b	

Observe how the client manages you ^b	
Begin where the client is ^b	
Use and build on the client's ideas ^b	
Act as a bridge to what's missing ^b	
Formulate changes as hypotheses that must be tested empirically ^b	
If stuck, move to immediacy ^b	
Notes: ^a = (Coleman, 2002, p. 4); ^b = (Coleman, 2002, p. 12)	

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with coaching/mentoring.

COMPLEXITY THINKING



DISTRIBUTED LEADERSHIP



TEAM SCIENCE



CONNECT THE HELIXES	
Select a scenario or problem that would benefit from coaching/mentoring.	
Identify three methods from complexity thinking that could work with coaching/mentoring. Give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

CONNECT THE HELIXES

CT Method 3:

Identify three methods from the team science helix that could work with or support coaching/mentoring. Give a brief description about how they complement one another.

TS Method 1:

TS Method 2:

TS Method 3:

Provide a description explaining which methods from each of the three helixes (with coaching/mentoring being the DL method) work best for the scenario/problem identified earlier.