

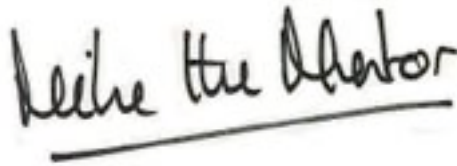
Mentoring for Change

executive mentoring and coaching, leadership, storytelling

Welcome to the Mentoring for Change newsletter. In this issue:

- Value Priorities
- Classic Models – The CLEAR Model
- Transformational Coaching

With best wishes




Value Priorities

Understanding values is of critical importance to a coach working with individuals and especially teams. A clear understanding will enable a coach to work out and then address why a team who appear to be all buying in to the same set of values are not getting on. The reason is to do with value priorities.

Values exist and have meaning only within a web of other values, not in isolation. For example, if I say that honesty is important to me, then you might expect that I will always tell the truth. But in fact just knowing that honesty is important to me will give you little idea as to whether I will always tell the truth unless you know the priority I place on honesty relative to my other values. For example, if I place a higher priority on being liked, then I may not give you honest feedback if I fear doing

so would alienate you.

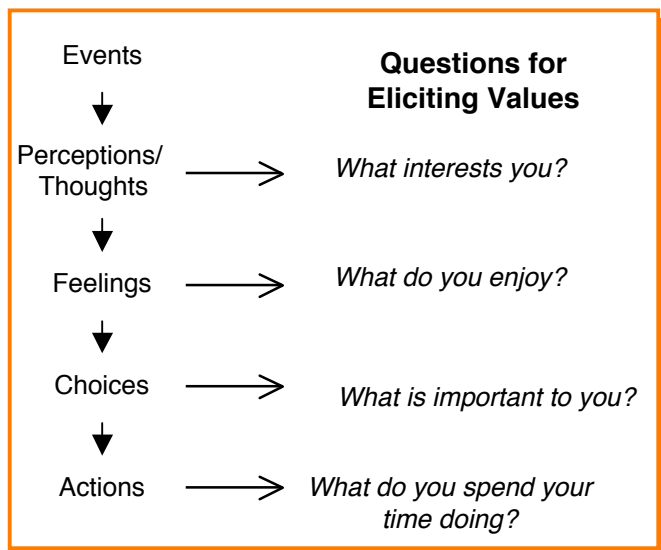
This is an example with just two values – the situation gets much more complex when our top ten or twenty values are in play. It also means that people with shared values, but with different value priorities, may often behave in radically different ways. Thus, in working with an individual or an organisation, it is not enough to know what their values are – you must also explore their value priorities. And, if you want to help that individual or organisation change, then the best strategy is to help them reprioritise their most important values, not for them to more highly prioritise their less important values.

Transformational Coaching

I've recently written a number of articles for the Fenman part-work Coach the Coach. The one on Transformational Coaching identified the following ways in which coaches, mentors and other professionals can help others make the transformational journey:

Be a Guide on the Journey: One thing that makes transformational learning difficult is that we are traveling into the unknown. However, others have traveled there before us and the maps they have drawn can at least give us some idea of what to expect, even if we each have to make our own unique journey. But it is helpful to know that this impulse to set off into the unknown is not the fantasies of a mad person but a well trodden path to the future.

Be Present: In supporting someone to make the learning journey, one of the most powerful things we can do is to be with them as they make the journey and to be fully present for them. Presence involves being with someone in such a way that that person comes to know



Classic Models – The CLEAR Model

The GROW model for how to structure a coaching session is so widely used that its easy to forget that there might be other great models. So I was intrigued to come across the CLEAR model which provides a different perspective on what to focus on in a coaching session. The CLEAR model was developed by Peter Hawkins (peter.hawkins@bathconsultancygroup.com) in the early 1980s and so pre-dates the GROW model (see newsletter 12). CLEAR is an acronym for:

- **C**ontracting: Opening the discussion, setting the scope, establishing the desired outcomes, and agreeing the ground rules.
- **L**istening: Using active listening and catalytic interventions the coach helps the coachee develop their understanding of the situation and generate personal insight.
- **E**xploring 1: Helping the coachee to understand the personal impact the situation is having on themselves. **E**xploring 2: Challenging the coachee to think through possibilities for future action in resolving the situation.
- **A**ction: Supporting the coachee in choosing a way ahead and deciding the next step.
- **R**eview: Closing the intervention, reinforcing ground covered, decisions made and value added. The coach also encourages feedback from

the client on what was helpful about the coaching process, what was difficult and what they would like to be different in future coaching sessions

What I particularly like about this model is its top and tail. Firstly, it makes explicit the importance of not just having a goal (as does the GROW model) but also of the wider contracting issues, encouraging questions like “How would you like me to coach you today?”, “What helps you learn?” and “What blocks your learning?”.

Secondly the CLEAR model emphasises the importance of reviewing the session. This is one of the most powerful tools we have for tuning our coaching to the evolving needs of our clients (Thank you Laura!). Its easy when using the GROW model to feel that when we have done the wrap-up (W) we’re finished. Making reviewing the coaching effectiveness one of the basic steps, as the CLEAR model does, reinforces the value and importance of this stage.

themselves better. When we are fully present to someone we create a space where they are able to bring and express more of who they are and to have the experience of being valued not for what they do but for who they are. To do this, we need to be able to bring the fullness of who we are to the relationship.

Encourage Critical Reflection: We are often unaware of the assumptions and presuppositions we hold, particularly about ourselves. By challenging someone to become aware of how these assumptions and presuppositions constrain the way in which they perceive, understand and feel about the world, the opportunity arises to reformulate these assumptions to permit a more inclusive and integrative perspective.

Evoke New Stories: The stories we tell about who we are shape, limit, and define our way of being. We can help people to tell more generative stories about themselves, stories which lead them into the future rather than keep them in the past. By helping people realise that they are the authors of their stories they can choose to tell stories that open up new possibilities for themselves and support them in fulfilling their potential.

Map Values: Use instruments like Bristol’s LJMap (www.LJMap.com), Hall’s Values Management Inventory (www.knowandrelate.com) or other less formal methods,

to identify those of your values which are pulling you into the future and then seek ways to more fully embody and realise those values; and identify those values which are keeping you stuck in the past and unhook from them.

Identify Travelling Styles: We can help someone look back over their lives and reflect on those earlier times when they have made the transformation journey. What caused them to embark on the transition? How did they navigate it? What can they learn from these earlier transitions to guide them now?

Follow in Others Footsteps: We can be inspired by and learn from others who have made the journey – friends, colleagues and the famous (Mandela, Ghandi) - as well as by stories, myths and fairy tales; films (Lord of the Rings, Star Wars); and, as my teenage son is, by epic video games (Metal Gear Solid, Zone of the Enders).

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