



# Mentoring/Peer Coaching

February 9, 2010

PMI Westchester Chapter Meeting

# Agenda

5 min.	6:30 – 6:35	Introduction	Joanne
10 min.	6:35 – 6:45	Present Mentoring/Peer Coaching	Simon
15 min.	6:45 – 7:00	Coach/Coachee #1	All
15 min.	7:00 – 7:15	Coach/Coachee #2	All
15 min.	7:15 – 7:30	Learnings - What worked and What did not work	Tom, Mary

# Peer Coaching Defined

- Peer coaching is a structured and goal-directed relationship in which participants assist each other in becoming more effective
- The relationship is a partnership between equals
- Participants assume both the coach and coachee roles.
- Information that is shared in a coaching exchange remains confidential

## What constitutes an effective peer consultation relationship?

- The coach is in charge of the structure
- The coachee sets the goals and supplies the energy

# The Structure for a Coaching Meeting

Engage

Explore

Review

# Structure: Engage

- Remove distractions & get centered
- Determine coach and coachee roles
- Agree on length of time for the session

# Structure: Explore

The Coachee will:

- Briefly share facts about the role, goal and context to be explored
- Explore

The Coach will:

- Be curious, completely focused and listen
- Keep the discussion focused on the goal
- Ask questions to clarify and stimulate exploration
- Paraphrase to check understanding
- Summarize to review and crystallize learning
- Watch the time

# Structure: Review

The Coach asks:

- “Do you have next steps that you plan to take?”
- “What did you learn or discover in our work?”
- “Was there anything particularly satisfying or dissatisfying in our work today?” If dissatisfied ask, “Do you have a next step that you can take to make the work more satisfying?”

# Coaching Role Behaviors

## **Asking open-ended questions to stimulate exploration**

- “Why is that important?”
- “How do you know that?”
- “What criteria do you want to use for this decision?”

# Coaching Role Behaviors

- **Asking fact finding questions to get information and reduce ambiguity**
  - “What have you already tried?”
  - “You said you have not heard from your client in a while. How long is that?”

# Coaching Role Behaviors

- **Asking closed-ended questions to guide the exploration**
- “You said you are split between wanting to create a new product and thinking you should focus resources on increasing sales for the current product. Which do you want to explore first, the new product or the existing product?”

# Coaching Role Behavior

- Paraphrase** to check understanding
- Summarize** to help review and crystallize the discussion
- Pace:** “We have twenty more minutes. Would you like to focus that time on the second goal which was to draft an action plan?”

# The Coaching Role

❑ Primary Role: Coach

❑ Secondary Role: Contributor / Advisor

The Contributor / Advisor role can be used if the coachee requests it. Alternatively, coaches can offer to share their ideas

- “I’m getting ideas as you speak. Would you like to hear them?”
- “I have experience with this. Would you like me to share it?”

# Practice 15 min, Change Roles, Repeat

## **Engage**

- Remove distractions and center yourselves
- Select roles

## **Explore**

- “Tell me about the first role, goal and context that you want to explore?”
- “Why is this important?”
- “How can I be a good coach for you?”

## **Review**

- “Do you have next steps to take ?”
- “What did you learn?”
- “Was anything particularly satisfying or dissatisfying in our work today?”

# Explore

The Coach asks:

- “Tell me about the first role, goal and context that you want to explore?”
- “Why is this important?”
- “How do you know that?”
- “What have you already tried?”
- “What criteria do you want to use for this decision?”

# Review

The Coach asks:

- “Do you have next steps that you plan to take?”
- “What did you learn or discover in our work?”
- “Was there anything particularly satisfying or dissatisfying in our work today?” If dissatisfied ask, “Do you have a next step that you can take to make the work more satisfying?”

# Session Re-cap

- What worked
- What did not work
- Any actions you may take tomorrow
- Any application to your project teams