Q&A's

Spørgsmål fra konferencedeltagere og svar fra indlægsholdere fra EMCC Danmark Årskonference 2020.

Temaet: "Professionelle samtaler i den digitale tidsalder"

Q&A: Riza

We are in the process of finalizing the appointment for the head of research at EMCC Global. One of the top priority area will be the use of digital in coaching

how Can EMCC help coaches and mentors go digital in safety?

http://www.iftf.org/futureskills/

Can you share the source of the 10 future skills?

Q&A: Marcerena & Clutterbuck

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From the perspective of e-coaching (blended coaching using our written coaching model) here at eCoachPro, we aim to offer coaching to as many people as possible in an effective and efficient way. Bringing coaching to the people, wherever they are, whenever they need it. Technology enables this and we make use of it. Our mission at eCoachPro is to offer coaching as an unobtrusive, seamless addition to everyday working life, to as many people as possible - contributing to development and inclusion and growth.

What is the goal of coaching and mentoring in The digital age? What contribution are We Aiming for?

What would be the minimum timespan of a coaching format? And what is the max number of interactions in a day?

We enhance awareness to enable better, more humane decision making.
NB: Answer from David Clutterbuck

We are very flexible and adapt our coaching journeys to the needs of the client. Some e-coaching journeys are 4 hours long, others 10. The hours are of course split up into smaller chinks of time, which is the time it takes me, as a coach, to digest my coachee's message and craft my response. With my coachees we usually interact - if there is flow and momentum in the coaching - 2 times per week.

Q&A: Marcerena

As an e-coach, I have to administer my time in the same way as if I were conducting face-to-face sessions. Because of the nature of e-coaching, however, I can have many more clients 'on-the-go', because my coaching is asynchronous and our coaching conversations are made up of bite-size written exchanges (combined, when need be, with shot live catch-ups). I have to be strict with my times, and have a normal working day. And find the times that work best for me to connect to my coaching presence in the absence of my coachee, in order to craft the message that will advance our conversation. Generally I respond to messages within 2-3 days of receiving a message from my coachee. When I receive a message, I sit with it for a bit, I don't respond immediately. Then all my training kicks in: the linguistic analysis, the strategies that I can use to further develop the relationship, plus the cognitive and intuitive skills I need to use in order to come up with 'the next best question' that will advance the conversation. That requires a presence that needs me to create appropriate space for it. In terms of pricing, depending on the coachee's needs, we agree on the total number of hours of the coaching journey, and I calculate the total fee based on my fee per hour. Pluform allows you to note down the time spent on every message written and every live conversation had, so you have a tally of how much time is spent in the coaching.

Are you on 24/7. How do you administrate your time and prices?

Q&A: Marcerena

I wrote this small blogpost inspired by this question:

Can AI replace me as a coach? In this ever-changing world, my profession could be in jeopardy…

Or not. I am a human coach, and I stand to defend some essential capabilities that, at this stage, I believe only humans can bring to coaching.

As things stand today, we must admit that robots could be taught to mimic a lot of what I *do* as a coach. They can be programmed in the technical aspects that can be replicated, they can learn to ask questions, to follow logic, to deliver an effective coaching conversation with a specific outcome for the coachee. AI can be trained for linguistic analysis and standardised ways in which to create some form of safety and intimacy in a coaching session.

And yet, it is who I *am* that I believe has the greatest impact in the coaching relationship. The Buddhists call it our 'common humanity', and with it comes our capacity for empathy, the intangible beauty of our shared human experience, the depth of our presence. That in itself is healing for another - and it requires both coming into contact with our vulnerabilities. You cannot truly replace human connection. It is transformative, it has an organic, physiological effect that changes us both, rewiring our living brains, sustaining the health of our systems.

Continues on the next page…

What is your coach competencies that can't be replaced in the future?

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As a human coach, I hold space for you. With all of my being I connect to the whole of your being: I use my thinking mind, my heart, my body sensations, my gut, those mirror neurons working in the background connecting us both. I bring my care into the conversation, and we create a sanctuary - a place of belonging to the same group - of living beings. Coaching is a collaboration of equals in the moment: our two thinking minds, two hearts feeling, two sets of intuitive capacities, two sensing bodies conveying trust and connectedness between us. I bring to our conversation the meaning of being human, my values, the awe I feel and cultivate daily in feeling alive. I bring the iteration - and of course the messiness and the flaws - of learning as I live. The breadth of my human experience, the sharing I might do of accumulated wisdom, of what makes me vulnerable and how I overcome challenges, our common backgrounds, our differences and the uniqueness of my being: you see me, I am a human seeing you, and the *feeling* of being understood and seen runs powerfully and at a deep level. Showing up in my whole humanness gives you permission, as my coachee, to show up fully too. It gives you the courage and the trust to make your own choices, to take those steps in living your life. We are both walking 'home', and learning and making meaning whilst we journey.

Appreciation is an essential part of coaching. Sincere appreciation impacts the other neurologically, signalling to their brain to keep doing what they are striving so hard to achieve. And it impacts the other powerfully because it comes with an 'I' - if you compliment me and include yourself in the compliment, you will be connecting to that part of you that is touched or impacted by the behaviour that I display, that you are appreciating. Your compliment then serves to bring our brains closer together - it strengthens our connection, the genuine interest we have in each other, our shared humanity. You could argue that a robot could also learn to offer appreciation - and yet the impact of it would be, arguably, one-sided, insufficient, not transformative.

As your coach, I actively and consciously curate our relationship, honing my deep presence and exercising my capacities for active listening moment by moment. I do this now and looking into your immediate future. With my being and my actions, my silence and my words, the wonder and belief in your potential, I am revering your journey - as a human.

Our coaching conversation is an honouring of life itself. Could a robot one day be part of this?

Q&A: Marcerena

What are the draw backs?

Macarene, excellent input 🤩 How is the worklife balance of an e-coach?

If you are not present at the same time in the same space with your coachee, of course there are elements that you lose: the visual and auditory information, for example. As an e-coach, you develop new skills that replace this and enable more intimate communication (we practice using our senses deeply, applying more subtle intuition (this is called the 'filter in' model), and communication becomes 'hyper personal'. Non-verbal communication is absent, so it is not possible for the coach to check how the message is received in real time. We have to, therefore, work at crafting the bond and the safety through subsequent messages, and following that 'dance' that is created through our words. Based on skills we learn in the e-coaching Masterclass certification, we work at 'reading' the coachee's message through analysing their speech acts. As an e-coach, I listen with a filter that helps me read the intention behind the coachee's words.

Q&A: Marcerena

Would you document the synchronic conversation? And how?

In e-coaching, we offer a blend of written coaching (as explained in my talk) and live online conversations through Zoom/Skype/Facetime. When I have a live conversation, I go back into Pluform and write a small summary and a further question that emerged from the conversation, and therefore weave this live conversation into our written dialogue. And we continue there, until we next meet live, if the need or desire arises. At the end of the coaching process, the coachee receives their whole written journey, and they can go back to it whenever they want. This ensures sustainability and tangibility of what they have worked hard to shift.

How do you set expectations for the availability of the coach?

What is your business model? 'How do you sell your time'?

I contract clearly at the beginning of the process. For example, explaining that I respond on average every 2-3 days, that we can co-create how we communicate as we go, etc. I generally sign a coaching agreement that also contains how the time will be measured: i.e. the time it takes me to write my messages counts as coaching time, plus any live conversations we have. That is clearly stated at the beginning, to avoid confusion.

Q&A: Marcerena

Is it more important to make a mutual agreement than normal?

Yes, especially on how time will be calculated (see above).

Pluform enables me to attach resources, models and also to create specific interventions or exercises that fit the moment in the conversation. I create these myself, if I want to garner a deeper reflection and I want to keep the dialogue free of 'clutter'. The coachee can answer directly in the worksheet attached to the specific intervention. I personally draw from neuroscience, conscious leadership, non-violent communication, mindfulness etc. The main premise is that I craft what I want to offer in the moment. Nothing is pre-determined, all is organic.

Which exercises do you use in e-coaching

Q&A: Marcerena & Clutterbuck

Can only People skilled in writing Benefit from e-coaching?

No. Some people don't like to write, but they can easily be drawn into the space of reflection that is immediately created through a written exchange. Given that we dedicate a lot of time to exploring what the coachee presents to the coaching, there is no hurry in articulating specific goals too early, coachees develop a different relationship with themselves, by seeing themselves reflected in their writing. Writing allows them to order their thoughts and emotions, and my mission is to keep drawing them into deeper self-reflection. And we all thrive in that space.

We have some examples of e-coaching of semi-literate teenagers using texting and emojis….
NB: Answer from David Clutterbuck

Hvilke design forskelle anbefaler du til f.eks. læringsforløb og teammøder?

A coaching supervising- bot, to overhear the coaching and deliver appreciative and developmental feedback to the coach after a session, where can we find this?

We will have to wait for this … but it will come. We already have algorithms that can accurately describe emotions simply from analyzing speech.
NB: Answer from David Clutterbuck

Q&A: Marcerena & Clutterbuck

What are the 3 most important findings/advices in digital/online coaching?

In e-coaching, the written dialogue is key: this is where and how you build the bond with the coachee, to enable deeper reflection and bigger disclosure. I described what we do in e-coaching as being like growing a bonsai, leaf by leaf, trim by trim, moment by moment - we curate our communication — with care, purpose, consciousness, intensity and discipline and hyper-focus. It requires dedication and patience, possibly unlike in a live conversation. In written coaching, you have more time to craft.

We have some examples of e-coaching of semi-literate teenagers using texting and emojis
NB: Answer from Dav...

What aspects will be missing Virtually? Tactility, breathing, affective transfer, mirror neuron communication. What is lost when we miss out physical touch?

I answered about the drawbacks from the perspective of e-coaching above.

What could be The downside of digital coaching ?

...we abdicate our awareness to the machine or algorithm
NB: Answer from David Clutterbuck

See above.

Q&A: Marcerena & Clutterbuck

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How does digital Tech. create social distance? How can we counter it?

In e-coaching, with every written message, we are creating space, time to think and process: we are inviting the coachee into a space of deep reflection and connection and intimacy, with virtually zero interference from the outside world. As an e-coach, by using linguistic analysis and psychological strategies to create and deepen the relationship, I am contributing to a space of safety and neurological 'coming together' of brains. Social distance diminishes in this written dialogue. Also, given that certain elements of face-to-face conversations disappear (eg. social desirability), and we are not present in the same moment of time or the same space, we have a psychological phenomenon called social anonymity, which we know brings disclosure & disinhibition: the coachee is more easily talk about vulnerable or sensitive aspects of their lives, in a bubble of psychological safety.

Actually, people share more personal data on virtual media... though that may not build closeness of relationship. It does have a positive effect reducing power distance
NB: Answer from David Clutterbuck

How do we develop an organizational culture that meet the individual need despite generation?

What is cognitive load management?

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Q&A: Marcerena

First steps to create inclusive leaderships in organisations?

How do you set expectations for the availability of the coach?

From my perspective, you have to start with the brain: understand what creates defence and what brings about connection. Then you have to be willing to understand yourself and take responsibility for your own behaviours and what underlies your behaviour. And work to transform what, again, is not contributing to 'bringing brains together'. Understanding how we function at a neurological level is truly a game changer. Inclusiveness comes from not alienating others' brains - first step for any leader. And then working at understanding the conscious and mostly unconscious biases and structural barriers at play, and openly working at dismantling them. Always understanding the uniqueness in every individual and what they need to develop in order to feel part of the team.

For more information on e-coaching, please visit: https://www.ecoachpro.nl/en/about-us/the-science