

**Welcome
to PLACE,
coach!**

**EMERGING
LEADERS**

www.place.network

What will you find inside this manual?

3 Welcome

4 Context

4 Why is newcomer talent a game-changer?

4 Meet the program team!

5 The ecosystem you're a part of as a coach

6 A few concepts we use

10 Your role

10 So what is your role exactly?

11 How will things work between you, your Catalyst and the PLACE team?

12 How do you lead a coaching session?

Thank you very much for joining us, we're thrilled to have you on board.

Emerging Leaders is a certifying program run by PLACE, a start-up specialized in newcomer talent, and The German Marshall Fund, a prestigious public policy thinktank fostering transatlantic leaders since 1972.

The economic world today is highly impacted by global challenges such as climate change, tech inclusion, gender equality, access to education and urban development. It needs new talents to navigate the changes associated with these phenomena.

Organizations in the fields of business, media and advocacy need women and men willing to embody new models of leadership. Newcomers, including migrants and refugees, bringing new insights and fresh solutions, are in a unique position to shape high-value answers to these topics. That is why the participants are called **Catalysts** as we believe they are a stimulus to hosting economies.

This programme is run by PLACE. We are a Paris-based start-up that unlocks the hidden opportunities of newcomer talent in Europe and matches it with economic actors in the areas of entrepreneurship, employment and higher education. We are born of the collaboration between PLACEmakers: actors from different sectors and countries who need newcomer talent to thrive. Our core value is **migrant-led innovation**: newcomers developing themselves the value that host societies need.

You have accepted to become a coach!

That is a strong contribution to developing newcomer talent.

This is the bigger picture you are contributing to

Why is newcomer leadership a game-changer?



Because racially and ethnically diverse companies outperform industry norms by 35%



Because organizations with diverse teams are 158% more likely to better design solutions for diverse groups



Because organizations are 1.7 times more likely to be innovation leaders in their market

Meet the program team!



Shawgi Ahmed

Talent manager

I am the direct connection with the Catalysts (the participants to the program). I make sure they have all the information they need to be prepared and present for the experience. I create a welcoming culture and peer spirit where everybody feels empowered... hopefully!



Miora Ranaivoarinosy & Devika Singh

Learning managers

We look out for the quality of learning throughout the program and are responsible for making the experience exciting, market-relevant and trackable for certification and personal growth. We also look after the experience of the coaches.



Léa Drougard

Producer

I create powerful physical and digital learning spaces and materials. Thanks to this creative and multicultural environment, learning becomes dynamic.

As a coach, you are part of an ecosystem that enables the growth of newcomers

As a coach, you develop a privileged interpersonal relationship with the Catalyst. You are the cornerstone of a support structure designed for the Catalyst to grow. Other elements of the ecosystem include:

the PLACE team

design, delivery and assessment of the overall learning experience

the PLACE crew

multicultural team facilitating the challenges. Crew members are former Catalysts, trained further by PLACE in facilitation.

the German Marshall Fund (GMF)

certifying partner. GMF certifies the training for Catalysts and offers them occasions for immersion in the sector of public leadership.

the experts

professionals from the industry evaluating the outputs of each learning experience (called "challenge"). An expert is present at each challenge, either physically or online

YOU! Coach

individual support to develop the Catalyst's awareness of his /her leadership features and growth mindset

BONUS

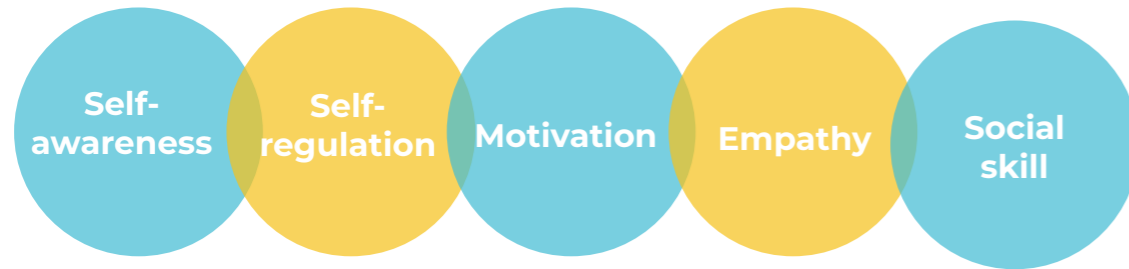
You will be part of a community of coaches, handpicked from around the world that will also be connected to share best practices. We believe coaching is a great talent and that the more it is spread, the greater the possibilities for growth we can provide for people.

A few necessary concepts to share

What is leadership for this program?

For this program PLACE has chosen this leadership model: [watch the video](#).

Catalyst have been selected based on their leadership profile, and on their eagerness to learn. They all showed the following qualities that define a leadership profile adapted to performing in today's complex environment.



These personal features will be nurtured throughout the program. It will be particularly interesting to watch how these features evolve in relation to the personal goal the Catalyst has set for him/herself. That is your role as a coach- with the tools PLACE will give you to enable you to do that.

What is a growth mindset?

Growth mindset starts with the ability to know oneself, to set goals for oneself that are both reachable and ambitious goals, and to build a consistent path towards achievement, while allowing failure and reassessment.

It is the journey itself, and taking stock of it, that constitutes the learning. All great leaders understand that. And it is the coach who brings that to the Catalyst's awareness.

How does a growth mindset develop in the program ? It develops through learning experiences called "challenges".

What is a challenge?

Challenge = practice + evaluation

A challenge is a learning experience designed from a real-life professional scenario.

Catalysts take part in a roleplay where they have to produce a professional output in 3 hours. These challenges are either physical or online.

The compiled data from all challenges undertaken by the Catalyst will constitute the level of certification granted by German Marshall Fund.

The output is evaluated by an industry expert at the end of the challenge.

There are 3 levels of evaluation for a challenge:

1 Let's try again, no pain no gain !

This means the output has not quite given the expert the feeling that the Catalyst is in a safe space when confronted to this situation. Some fundamentals are missing. If they were to display this on a real assignment they would be judged adversely by their peers, or set the wrong example in their teams. The good news is, they can take the challenge again and improve thanks to practical feedback from the expert.

2 Good job, pleasure working with you.

This means the output presents all the features of what the expert would like to see if they were working with a peer in a real professional situation. All fundamentals are covered. It is perfectible (because who is perfect anyway) but professionalism and care to meet the objective have been demonstrated. The Catalyst can move to the next challenge.

3 Outstanding, this is worth promoting.

This means the output has been performed at a level where the expert would make it an example for others. In that case, the Catalyst has shown a particularly strong professional standard and the expert could vouch for him/her and increase the level of responsibility.

What is immersion?

Exposure to strategic networks is also provided within the program. Industry events will allow them to interact in environments where other public leaders connect.

The Catalysts show growth mindset by digesting these immersion experiences, by taking stock of the evaluation of their outputs and by their capacity to develop a new objective to improve the output by going through a challenge again, as long as it is necessary.

The coach helps articulate all these elements, and further supports the Catalyst in getting more perspective on how this learning feeds their leadership features, and gets them closer to their goal, one challenge at a time.

What is a SMART goal?

As coach, you will enable the Catalysts to set goals for themselves. To do this, you will rely on a proven goal-setting tool which will help both you and the Catalyst boost your goal-setting muscle.

What is a (real) goal?

S	Specific	_____	An actionable verb
M	Measurable	_____	Quantifiable evolution
A	Agreed	_____	Aligned with those who can enable it
R	Realistic	_____	Within your reach
T	Time phased	_____	It has a deadline and milestones

Let's take an example as shown in the following visual :

How do I convert an aspiration into a smart goal ?



1. what do you want to achieve: my aspiration

I want to prove myself that I can be a mother and an athlete at the same time

I want to win the NY marathon in 2020

2. how am I going to achieve it: my plan

Run min 2 semi- marathons in 2019 and 1 marathon

Train 3 times a week

Be among top 10 finishers in each run

Have steady performance of 1:20 on semi and 2:30 on marathon

3. what does success look like: my achievement

Reach podium

Run 50 kms under 2:30

Nov 1st 2020

What is the GROW methodology?

Goal - Reality - Options - Will

It's an easy method for you to lead coaching sessions with your Catalyst. Thanks to this methodology you can really articulate the Catalyst's experience through the lens of the concepts already listed above.

The grow model raises Catalyst's awareness and understanding of:

- > their own aspirations (goal)
- > their current situation and beliefs
- > the possibilities and resources open to them
- > the actions they want to take to achieve their personal and professional goals

By setting goals which are inspiring and challenging as well as specific, measurable and achievable in a realistic time frame, the grow model successfully promotes confidence and self-motivation, leading to increased productivity and personal satisfaction.

The Will element of the fourth stage in the model is the barometer of success, as it sets out the intention until you next speak to them.



Source: Peer Coaching Learning Manual, by Nesta, 2015.

You will find a practical guide to facilitate a session with the Catalyst in the section [How do you lead a coaching session?](#)

So what is your role exactly?

We invite you to rely on the GROW methodology to guide the Catalyst. The posture that is welcome for GROW to be successful can be described as follows :

As coach, your main role is:

—
to listen

—
to reveal, by helping them self-reflect, how their experience through the program (taking the challenges) relates to their leadership profile and advances their goal

—
to empower them to phrase their progress in their own words thanks to a non-directive approach

This graphic emphasizes the non-directive posture that we encourage you to adopt.



Source: Peer Coaching Learning Manual, by Nesta, 2015.

What does your Catalyst count on you for?

For modelling the following behaviours:

—
“We are all lifelong learners”
give insights and focus

—
“We learn by observation”
your behaviour and posture will become a reference. Role model and share learnings of your own, as you develop your own leadership and observe it in others.

—
“We learn how to learn”
your contribution will allow your Catalyst to look at things beyond the evaluation.

How will things work between you, your Catalyst and the PLACE team ?

1 coach = 1 Catalyst

You will be matched with your Catalyst based on shared interest, whenever possible, and needs observed through their leadership profile.

1 coach = 1 set of tools

— **1 training webinar**
goal-setting & leadership features

The PLACE team will provide you with initial training on goal-setting via webinar, with the following objectives:

- Get you familiar with the tool and ready to use it
- Answer pending questions about your coaching role
- Clarify the leadership features and any of the shared concepts
- Share the methodology for you to collect the necessary data for PLACE to track progress of Catalysts

— 1 calendar

8 months = 1 calendar with minimum 8 touch points between coach and Catalyst. Planning is essential for the pairing of Catalyst and coach to be powerful.

Touch points have to be in sync with the challenges undertaken by the Catalyst, so need to happen regularly. We encourage Catalysts to take ownership of the planning. This capacity shows commitment.

The PLACE team will support the process if necessary. The PLACE team will collect the dates of the touchpoints as scheduled in the calendar.

— 1 touchpoint = 1 log by you

The quality of Emerging Leaders as a program relies on the clarity of scope of each contributor, and on clear and trackable data.

Based on the touchpoints scheduled in the calendar, coaches will receive a short form. The form will take between 5 and 10 minutes to complete. We call these logs.

This form will allow to collect the data that will document the progression of your Catalyst in leadership features and goal-setting.

How do you lead a coaching session?

General principles



You will have 1 hour to interact with your Catalyst and learn about their progression.



Before each touch point, you will receive from the PLACE team the evaluation of your Catalyst's output in their last challenge. The Catalyst will have received practical feedback from the expert during the challenge, and they will have received their evaluation as well.

The fact that you were not present at the challenge will allow you to engage in a conversation where the Catalyst does not get into "defending" how they did, as you did not witness it and are therefore neutral. You are there to observe what learning this evaluation triggers in the Catalyst.

Flow of the 1h session (recommendation)

Check-in



Take the first 5 to 10 minutes to ease into the conversation. Get to know each other a bit better, your backgrounds, your interests, and projects you are both pursuing.

GROW

Let's get to it with GROW :
Once the conversation flows easily, dig into the learning :

The secret is in articulating the right questions.

You will find below

- Helpful questions for the grow technique
- Asking the right questions

Helpful questions for the GROW technique

GOAL

What would you like to work on today?
What is on your mind to talk about?
What makes this an issue now?
How much control do you have over this, as a percentage?
How important do you think this is, on a 1-10 scale?

REALITY

What is going on now?
How do you feel about that?
What and how great is your concern about it?
What have you tried already to solve this?
What stopped you from doing more?
What are the blocks?
Do you have any personal resistances to taking action on this? Which ones?
What resources do you already have? Skill, time, enthusiasm, money...

OPTIONS

What are the options for action here?
Make a list of all the alternatives, large or small, complete and partial solutions.
What are the pros and cons of those actions?
Which would give the best result?
Which of these solutions appeal to you most or feels best to you?
Which would give you the most satisfaction?
Where else could you go for help or information?

WHAT/WILL

Which option or options do you choose?
Does this meet all your objectives?
What steps are you going to take?
Describe one small step along the way
When precisely are you going to start and finish each action step?
What could hinder you in taking these steps or meeting the goal?
Do you have any personal resistance to taking these steps?
Who needs to know what your plans are?
What support do you need and from whom?
What will you do to obtain that support and when?
If I bump into you in 1 or 2 weeks' time, what would you tell me has changed?
What is your commitment on a 1-10 scale to taking these agreed actions?
What prevents this from being a 10?
What could you do or alter to raise your commitment closer to 10?

*Adapted from the Peer Coaching Learning Manual
by the British Council*

Asking the right Questions

Gather general information	Can you say more about that?
Gather specific information	Specifically, what is it that you're unhappy about? Can you tell me what actually happened?
Help someone remember something more clearly	What else can you remember?
To refocus someone on what's important, for example keep them on track, calm them down, etc.	Ok, so what's really important about all this? What seems to be the most important thing for us to focus on now?
Understand someone's values	What is important to you about that? Why is that important to you?
Help someone appreciate another person's perspective	What might be Anna's reasons behind asking for this? What's important to Anna? If Anna were here, how would she describe the situation?
Get someone to link two thoughts, or situations, together	How do your work pressures relate to what you said about developing the team more?
Help someone come to a conclusion	What are your thoughts about this now? What is the conclusion you are drawing from this now?
Produce ideas without a sense of pressure	What options are there?What options are available to you? What things might you do?What ideas are you having?
Influence someone to decide	What option do you prefer? What have you decided to do?
Influence someone to action	What could you do about that right now?
Prepare someone to overcome barriers to taking action	What might stop you from doing that? (Follow up) ...so how will you overcome that?

A few options for you to make the connection with what happened in the challenges:



How do you feel you did on the challenge? Is it aligned with the expert evaluation? Where were the gaps?
What did you identify as your main challenge in that situation?
Did you contribute strongly to collective success during the challenge?
How can I tell?
Did you learn from others?

Wrap up

Encourage the Catalyst to formulate the following outputs after each touchpoint :
What is the leadership feature you see is most recognized ? The one you need to muscle further?
1 smart goal to reach before you chat again next time

These outputs will help you answer your log.

Check-out

These conversations can get intense and deep. The check-out will be a moment to close on a more informal note. Check-out puts you in a position of peers as well, as you both answer the question. You take a breather and ritualise the satisfaction of having shared that precious time together.

You can get creative and spontaneous here ! A few ideas:
What surprised you most after our conversation?
What would give you energy now to move forward?
If you had one superpower, what would it be?
One word that comes to your mind right now!

**Celebrate the moment !
And invite the Catalyst to take notes in their diary.**

We are looking forward to this adventure to be a source of growth for you coach as well as the Catalyst.

**Thank you so much for being on board
and enjoy the ride !**



PLACE

www.place.network