

**CONTRIBUTIONS**

**Leadership Coaching**

**Manager as Coach – comment**

If you're a Manager – or someone who is seeing one of your managers – who is being challenged by how best to manage one of their Direct Reports (DR): resist the temptation to engage a Coach to “fix the DR”. To do so risks creating a bigger communication gap between the Manager and the DR; it also misses a great leadership learning opportunity for the Manager.

Instead, engage the Coach to work with the Manager so that the latter:

- Feels that they, their skills and their potential are valued by their organisation
- Is given a safe and confidential space to reflect upon their strengths and areas for development
- Continues to have direction of the DR's professional development
- Can initiate, learn from, and take full responsibility for, the relationship and outcome of the changes that they facilitate with their DR
- Apply their learning with other DRs

**LEARNING POINTS**

**Leadership Coaching**

Three books that will challenge you to think – and do – differently:

1. **The 100 Year Life** (L. Gratton & A. Scott, 2018), biased toward wealthier economies, it notes:
  - As we're getting healthier/have better medicines, we're living longer
  - As we're living longer, we're having to plan finance, work, education, professional/ personal relationships differently
  - Millennials, and others, who flex and adjust their lifestyles accordingly are more likely to be prepared for their second 50 years
2. **Dare to Lead** (B. Brown, 2018), talks personally, empathically and with precision about:
  - Power – achieve purpose and change
  - Shame – intensely painful feeling or experience of believing that we are flawed and therefore unworthy of love, belonging and connection
  - Trust – choosing to risk making what you value vulnerable to another person's actions
  - Vulnerability – an emotion that is experienced alongside risk, uncertainty and emotional exposure
  - Courage – rumbling with vulnerability; living for values; braving trust; learning to rise
3. **Coaching in Times of Crisis & Transformation** (L. Hall, 2015), launches with the reminder that many coaching conversations need to be more open and responsive to the regularity, intensity and impact of the multi-layered experiences and types of change

**Sam Farmer**

[www.enhanceltd.co.nz](http://www.enhanceltd.co.nz)

Email: [sam@enhanceltd.co.nz](mailto:sam@enhanceltd.co.nz)

Mobile: +64 27 411 8522

*Thanks for your referrals and recommendations – always appreciated*

## CONTRIBUTIONS

### Supervision

In April, I became an Accredited Supervisor for the International Society for Coaching Psychology.

I am privileged to be engaged as the Group Supervisor for Staples Education Foundation, and acknowledge the amazing work that the Mentors do for the young men that they support as they go through university.

<https://www.stapleseducationfoundation.org.nz>

### Psychosocial support

**Definition** – support that helps to recalibrate people’s thinking, emotions and behaviours both in relation to themselves and in relation to, and through connection with, the people and resources in the community around them.

**From the office** – in the absence of overseas trips to humanitarian contexts in the past six months, I have continued to work with people returning from those contexts – and with others working in high emotional impact contexts in NZ.



## LEARNING POINTS

### Supervision

Participating in Eve Turner’s Global Supervision Network (<https://www.eve-turner.com>) is a great learning experience. With excitement – and fear – I have been challenged to think about how my practice can continue to engage effectively with the changes that disruption is bringing. One specific question left me pondering:

- To what extent am I working with my clients to think about their relationship with the future?

### Psychosocial support

Whilst the nature of the work can be hugely challenging, in my experience the most common stressors in humanitarian contexts are the lack of:

- **Self-Compassion** – compared to the care that they give, professionals often forget about themselves, or remember a bit late.  
*Learning Points:*
  - Remember to plan quality breaks between and within project trips
  - Hold onto your values and remember your purpose
  - Look for help
  - It’s ok not to fit
  - Plan for the end-point, and stick to it
  - You are awesome – get trusted people to remind you of that regularly
  - Practise ways of saying “no”
- **Teamwork** – *Learning Points:*
  - Take time to get to know each other, your strengths and needs
  - Be clear and polite in your language – especially your emails
  - If you’re not sure, ask – don’t assume
  - Talk with, not behind