



**Welcome
to PLACE,
coach!**

**EMERGING
LEADERS**



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What will you find inside this manual?

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Thank you very much for joining us, we're thrilled to have you on board as a coach for this program.

Emerging Leaders is a certifying program run by PLACE, a start-up specialized in newcomer talent, and BMW foundation that works on promoting responsible leadership and inspires leaders worldwide

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.

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.

Organizations in the fields of business, media and advocacy need women and men willing to embody new models of leadership.

Between **March 2021 to November 2021**, 27 Active leader will get access to prestigious events with global leaders, challenge-driven training sessions, access to leading EdTech platforms, and regular opportunities to build a strong professional network that will support their endeavours.

You have accepted to become a coach!

That is a strong contribution to developing newcomer talent. This is the bigger picture you're contributing to as a coach.

Catalysts, whom you will be coaching, are individuals with a recent history of migration, sourced based on their potential to influence others.

#fightingdiscrimination #digitaltransformation
#endingreligiousstigmas #ecology&justice
#heritage **#fightgenderstereotypes**
#ruraldevelopment #communityrehabilitation
#humanrights #povertyalleviation
#transparentinformation #directdemocracy
#LGBTQ #regenerativeeconomy
#healthequity #economicalempowerment
#civiceducation #SRHR **#peacebuilding**
#healthcareforall #equalopportunities
#womeninscience **#freedomofspeech**

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

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

This is the supportive environment that Catalysts get, of which you're a part.



And this is what YOU get from PLACE in your experience as a coach



Matching with a Catalyst
based on shared interests and goals

A connection with an innovative start-up that unlocks the hidden opportunities of newcomer talent in Europe



Method
SMART, Leadership, GROW

Monthly coaching session with your Catalyst



An experience from sourcing to closure

A community of coaches



What is the role of a coach?

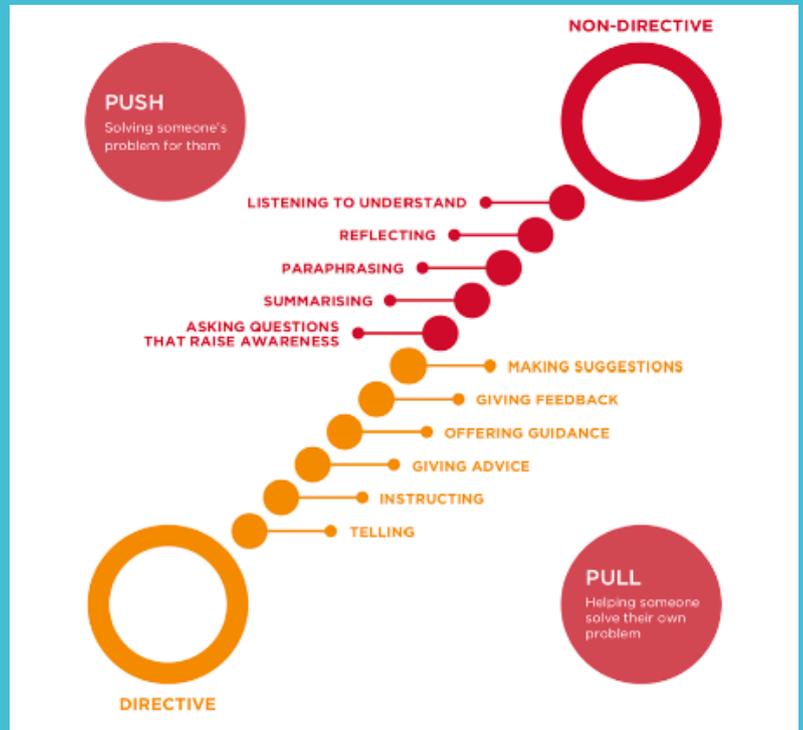
As coach, your main role is:

to listen

to reveal, by helping your Catalyst reflect on 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 perspectives beyond the evaluation.

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, 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

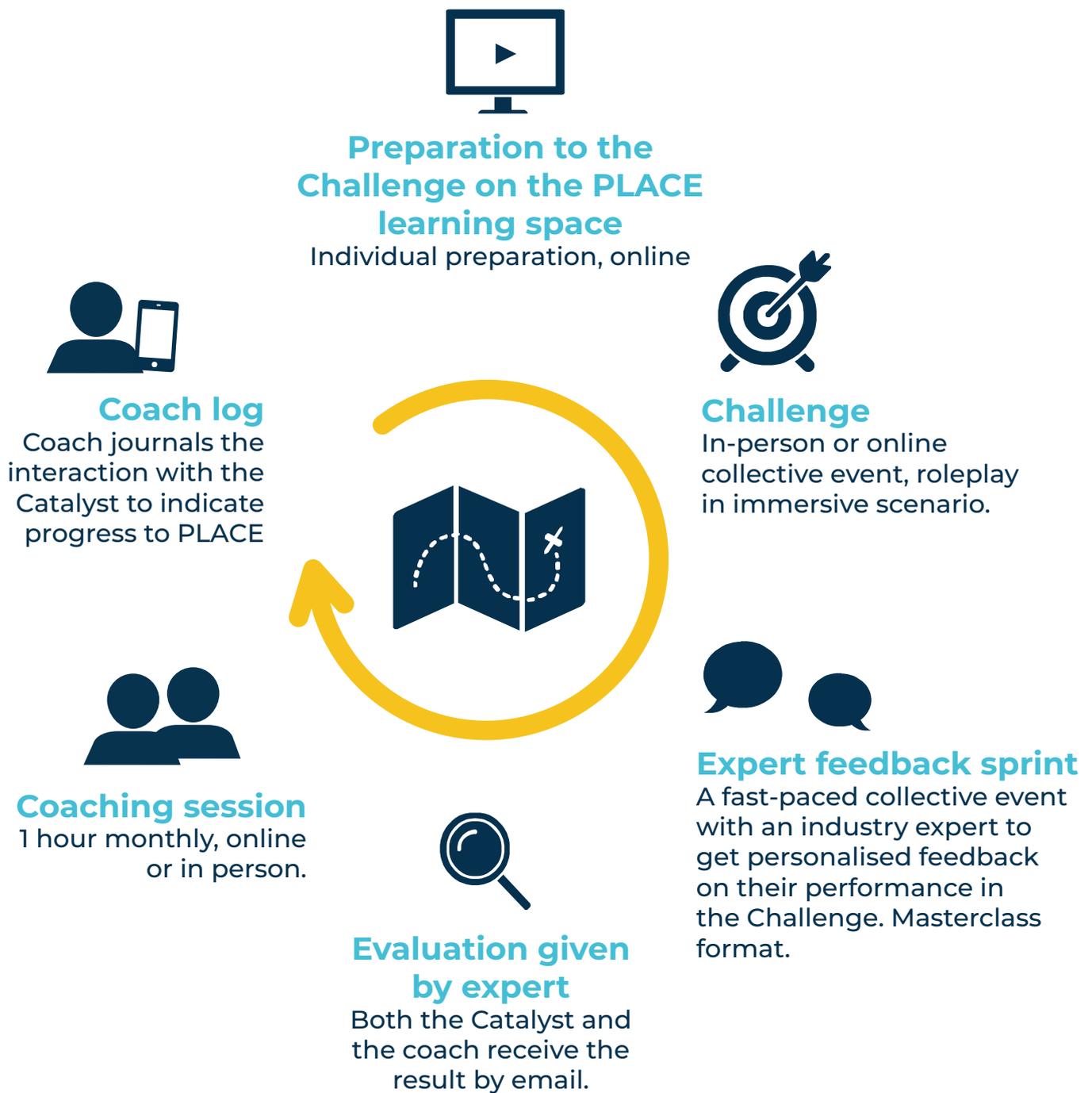
A Challenge is a learning experience designed from a real-life professional scenario.

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

Catalysts take part in a roleplay where they have to produce a professional output in 2.5 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 at the end of the program by PLACE, and certified by the certifying partner.

This is how Catalysts learn through the program



Concerning the evaluation given by the expert after each Challenge, there are 3 levels of evaluation:



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

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.



**Good job,
pleasure working
with you.**

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.



**Outstanding,
this is worth promoting.**

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 they can build professional opportunities for themselves and construct their own networks.

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 goal-setting?

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 SMART 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.

How do I convert an aspiration into a SMART goal?

1. What I want to achieve = my aspiration

215 million women in the world are not using contraception, even though they want to stop or delay having children

I want to create a **women's rights movement** to grow funding for female **reproductive rights in Algeria**

2. How I am going to achieve it = my plan

In the next 3 years

Year 1: 1 campaign per year on international women's day reaching 1 million women

Year 2: one well-known spokesperson from media or politics brings 5 potential key funders (public & private sectors)

Year 3: Launch of the foundation with a 500 000€ fund

3. what does success look like = my achievement

2023

Launch of a 500 000 euros fund for 3 main centers for reproductive rights in the following cities in Algeria:

Alger
Constantine
Adrar

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 touchpoint, you will have received by email 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, go through the GROW methodology (see below). Pick a few questions from each section of the GROW methodology, until you have gone full circle.

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?](#)

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 Nesta, 2015.

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 you tell?
What did you learn from others?

These outputs will 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 during 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 for your Catalyst.

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

PLACE

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