

ATLAS III COACH GUIDE

As an Atlas III coach you will be involved in different ways. This guide provides instructions to be effective in your role during breakout sessions and in the plenary session exercises as well. Thanks in advance for your help!

Atlas III,
Montreal
November 2-8

Overview of being a Coach for Atlas III



Your Role

The role of Atlas III Coach is help facilitate learning during breakout sessions and plenary room exercises. The program facilitator, David Kolb, will provide verbal instructions for exercises and instructions, for some exercises will be printed in the slide deck. Those slides and the applicable content slides are included in this guide for easy reference and access. Also, you will find observation sheets and instructions for coaches as to how to conduct the breakout sessions. Please read through this document and note any questions. We will gather Sunday afternoon before the start of Atlas III on Monday to go over all of the material and logistics to help you be successful as a coach.

Breakout Groups

You will be assigned to breakout groups. Breakout 1 and 3 will be single stakeholder groups divided by the seven groups of the Seven Tribe of the Galaxy Network case study. Breakout 2 will have participants from all seven groups to discuss the case. Please be familiar with the case study. You are not serving as an expert on Privacy vs. Security so don't feel like you have to master all of the different views on that issue. You are there to help emerging ALAC leaders become more effective as leaders.

Plenary Exercises

There will be several exercises done in the plenary room to reinforce the content. After the program facilitator has explained the exercise please circulate around the room providing assistance and feedback to the groupings in the room. Most exercise will have participants talk with each other or be in groups of 3 so pick a group to stay with during the exercise. One exercise on coaching will require that you stay with a pair of participants. Further instructions on this are in the pages that follow.

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Breakout Session #1

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Breakout #1



Instructions for Participants

- This will be single stakeholder groups meeting to discuss the case and their point of view on the case.
- Coaches will work with groups facilitating discussion and doing an exercise focused on listening and asserting skills.
- Case Study group points of view will be handed out during this session. These are the positions of the other tribes (groups) on the privacy vs. security issue.
- Use good communication skills and be aware of how you are communicating within the group.
- At end of session, coaches will lead a discussion leadership and communication as it was demonstrated in the breakout.

Instructions for Coaches

1. For this first breakout do a quick set of introductions so people start to get to know each other. Use Name, Professional Role, and Time with the ICANN Community as the protocol. Include yourself in the introductions.
2. Make sure the group is clear on what they are to do during the breakout. Handout the group points of view and ask them to read only the position that pertains to their group. We will read the others later.
3. Observe the discussion and make notes on the observation sheet about communication and leadership.
4. At the halfway point on time stop the group and ask the questions on the observation sheet about communication and leadership. Provide your feedback from your notes and observations, then continue discussion.
5. 20 minutes before the end of the breakout stop the discussion and ask the same questions and provide additional feedback.

A caution to coaches is not to get into story telling mode yourself about your experiences. You can do that with them another time. Make sure the objectives of the breakout are accomplished and the group has started to formulate it's position.

Coach's Instructions Breakout #1



Halfway through breakout discussion

Stop the discussion and ask the group the following questions:

1. What has made the discussion effective so far?
2. What are some of the questions or statements made that were particularly insightful?
3. Who has been showing thought leadership in the discussion?

Share your observations

Return to discussion and continue making notes on sheet provided

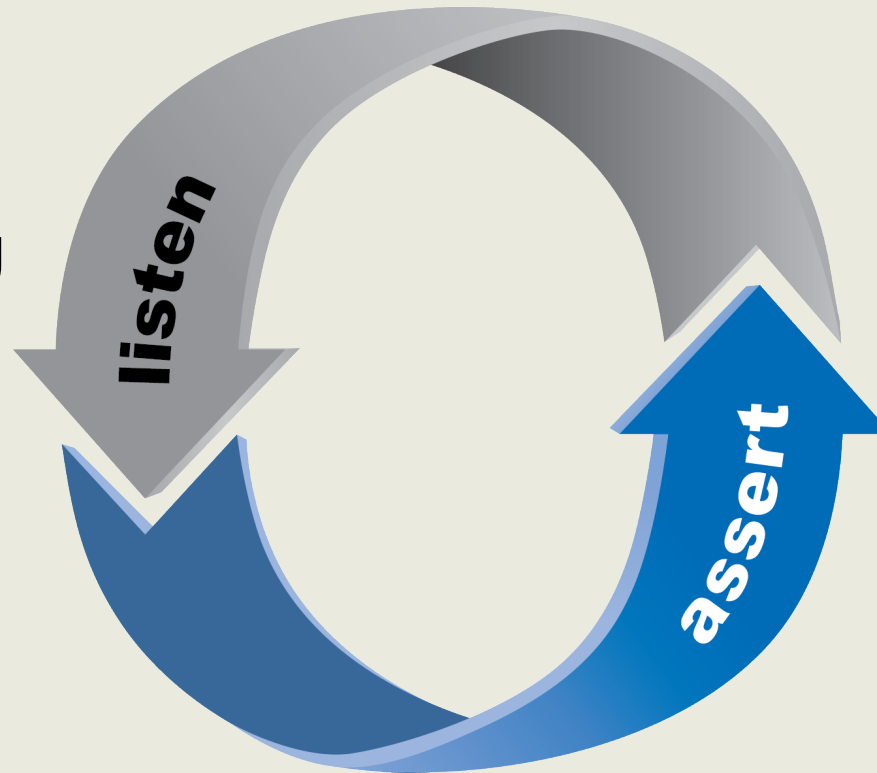
For wrap up at end of breakout ask:

1. How did the second half of the discussion go?
2. What was different from the first half?
3. What would you do differently next time?

Core interpersonal effectiveness



- ✓ Connecting
- ✓ Questioning
- ✓ Paraphrasing



- ✓ Clear
- ✓ Concise
- ✓ Compelling

Questions make listening active



Clarifying questions

- What should we focus on?
- Tell me more about the options...
- What resources might be involved?

Facilitating questions

- What do you want from this?
- What's currently working?
- How should we proceed?
- What would change your mind?

Challenging questions

- What does success look like?
- What is keeping you from taking action?
- What if X were not an issue, how would the solution change?
- What are the implications if you do not take action?

Coach's Observation Sheet Breakout #1

First Half



Leadership

Observe for who is taking a leadership role and what that looks like. What do they say or do that shows leadership?

Communication

Who is practicing good listening and asserting skills and what did that look like?

What are some of the questions that were asked that showed curiosity and listening?

Coach's Observation Sheet Breakout #1

Second Half



Leadership

Observe for who is taking a leadership role and what that looks like. What do they say or do that shows leadership?

Communication

Who is practicing good listening and asserting skills and what did that look like?

What are some of the questions that were asked that showed curiosity and listening?

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Breakout Session #2

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Breakout #2



Instructions to Participants

- This will be a multi stakeholder group so you will have people from the other tribes discussing their positions about security versus privacy.
- There will be disagreement so you can practice conflict and influence skills during the discussion.
- Coaches will stop the discussion periodically to talk about what is happening regarding conflict and influence.
- Coaches will lead a discussion at the end of the breakout talking about how the group practiced communication, conflict and influence.

Coach Instructions

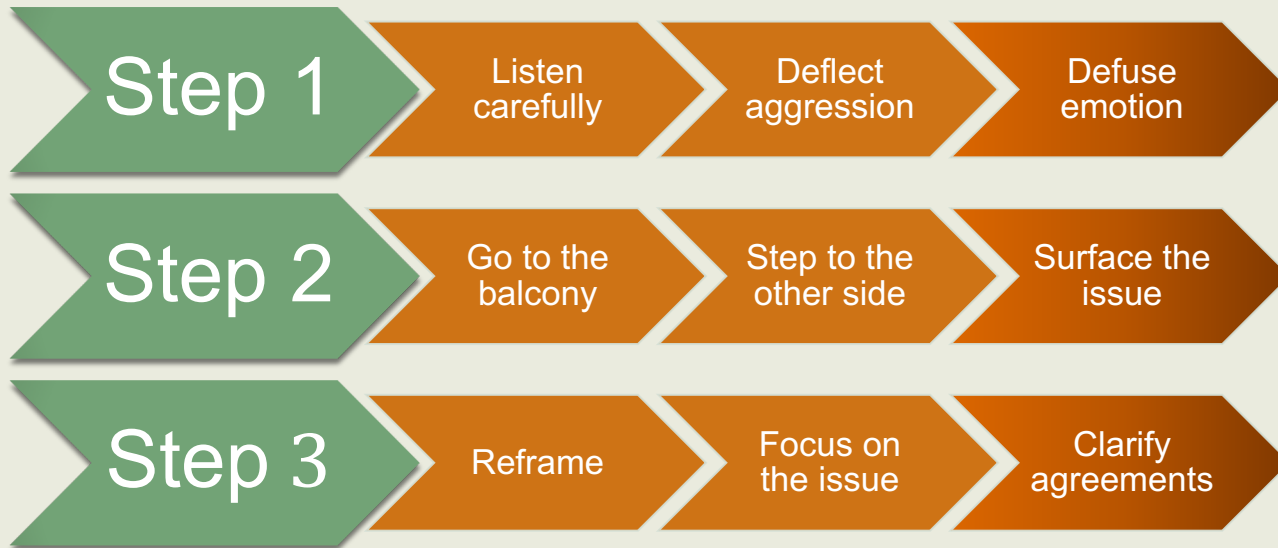
1. Since this is a different group do a quick round of introductions and ask people to share what “tribe” they are representing
2. The purpose of this discussion is to get a better understanding of all the different points of view of all the tribes. This should be a lively discussion.
3. You will be observing for how people handle conflict and how they influence each other
4. Use the observation sheets provided
5. Stop the action halfway through the time and ask the participants to share their observations of how the discussion is going. How is conflict being handled? How are they influencing each other? Share your observations
6. Continue discussion and stop 20 minutes before the end of the time.
7. Ask them to share their learning from the discussion and provide feedback to each other about what people were doing that was effective for them. How were they influenced by other group members?

Handling resistance



- **Respond** in good faith, it might not be resistance
- **Observe and identify** what type of resistance is being displayed, don't personalize
- **Name the resistance** in a neutral discussable way
- **Be quiet and listen** to allow others to respond so you can learn more about the resistance

Handling and mediating conflict



Influencing using DO ASAP



DO

Define
Desired
Outcome

AS

Ask and
Assess
Stakeholders

AP

Assert
with
Power



Coach's Observation Sheet Breakout #2



Conflict Handling Notes

How are people handling conflict? What are they saying or doing that helps resolve and clarify understanding?

Influencing

What are people doing and saying that is influencing others?

Coach's Observation Sheet Breakout #2



Conflict Handling Notes

How are people handling conflict? What are they saying or doing that helps resolve and clarify understanding?

Influencing

What are people doing and saying that is influencing others?

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Plenary Room Coaching Exercise

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Main Room Coaching Exercise



For this exercise stay with a pair of of people. There may be some groups of three as well. Help people find a partner in the initial minutes of the exercise. Go to a place in the room where you can hear each other (this may be a challenge).

There will be two turns taken.

Coaching in pairs in plenary room



Instructions to participants

- Think of something you would like to work on this year in your professional life
- Get with someone you haven't worked with a lot so history is not an issue
- Take turns using the GROW model to work through each of your challenges
- You have 20 minutes for each conversation, 40 minutes total

Instructions for coaches

1. For this exercise stay with a pair of people. There may be some groups of three as well. Help people find a partner in the initial minutes of the exercise. Go to a place in the room where you can hear each other (this may be a challenge).
2. There will be two turns taken so each can be a coach to the other.
3. Begin a turn with the person being coached sharing what they want to be coached on.
4. Use the GROW model as your guide and make notes on the observation sheet
5. Watch the timing so both (or all three for a trio) have enough time for their turn. Don't let the first one go on too long.
6. Five minutes before the end of the time stop the discussion and provide your feedback. Emphasize what went well and ask the person being coached to share their observations as well.

Coaching with the Grow Model



Goal

- What is the ideal outcome?
- How valuable would it be to ...?
- What would help?
- How does this goal fit with your overall development?



Realities/
Roadblocks

- What could prevent you from achieving your goal?
- What are the barriers?
- What has to be true for you to succeed?
- Is your goal realistic?



Options

- What are your options?
- What could you do (to remove the barriers)?
- What else could you do?
- What degrees of freedom do you have?
- If there were no constraints, what could you do? How might you remove them?



Will/Wrap-up

- Are you willing to take action?
- How committed are you to this change?
- What are your next steps, and when will you take them?
- What might get in the way?
- What do you need from others to make this happen? How will you enlist their support?

COACH'S COACHING OBSERVATION SHEET



Goal



Realities/
Roadblocks



Options



Will/Wrap-up

COACH'S COACHING OBSERVATION SHEET



Goal



Realities/
Roadblocks



Options



Will/Wrap-up

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Breakout Session #3

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Breakout #3



Instructions to Participants

- You will be back in your single stakeholder groups to prepare your position and presentation.
- Thinking about the privacy versus security issue and your group's point of view, prepare for a presentation using the Pyramid Principle.
- Each person should be prepared to present the group's presentation because you will when we return to the plenary room.

Instructions to Coaches

1. You are back in your original tribe groups as breakout #1 so no need for introductions
2. The group will be creating a presentation using the pyramid principle to share their point of view with others. Each person will be presenting so all should be paying attention.
3. Have them spend time recreating their point of view based on the previous breakout and organize it into a pyramid structure.
4. Each person should be able to articulate the point of view of the group.
5. Have them practice with each other to build confidence.
6. When they return to the plenary room they will be presenting to other groups so they need to be prepared

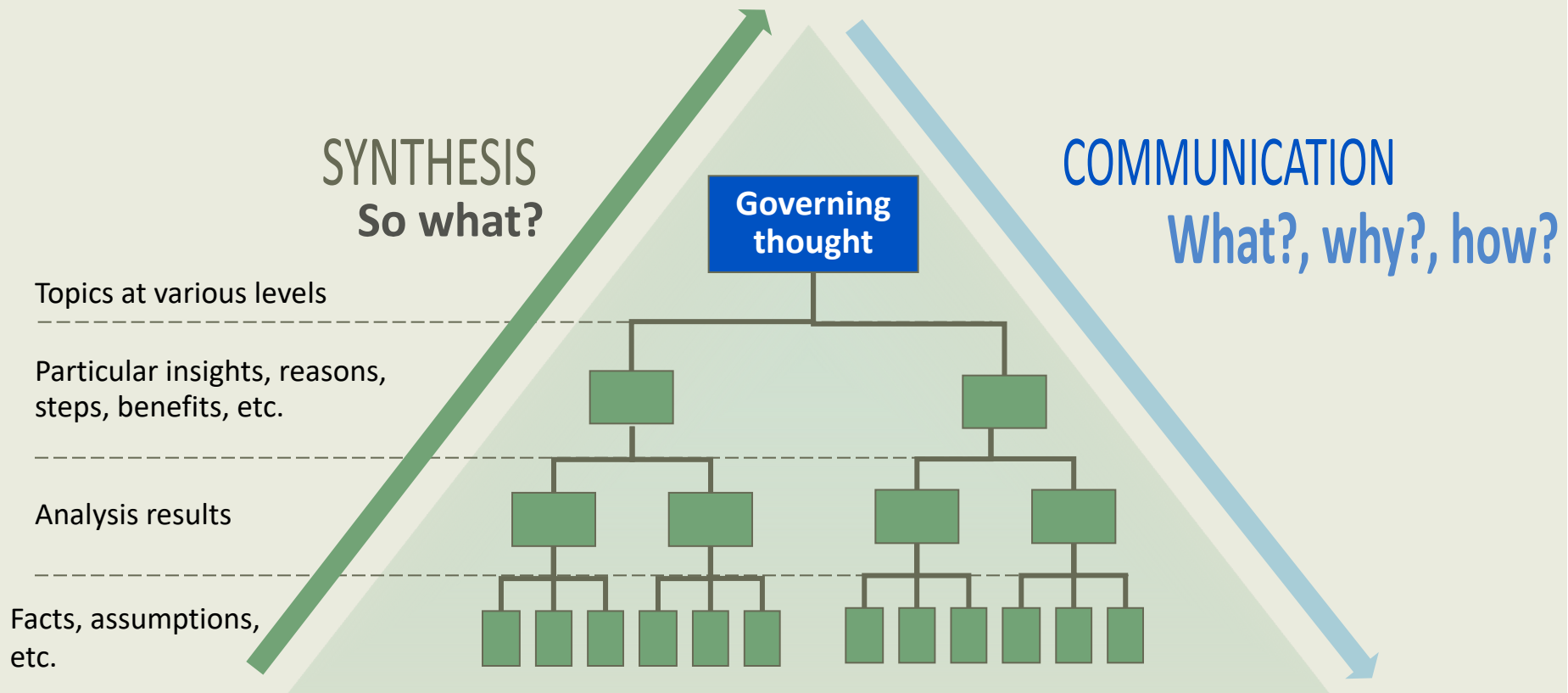
Note to Coaches: Don't get caught up in being part of the point of view preparation. Make observations as to how they are communicating and how they are coming across to each other.

Pyramids are typically built from the bottom, but communicated from the top



SYNTHESIS
So what?

COMMUNICATION
What?, why?, how?



Pyramid Principle Observations



Pyramid Principle Observations

