

Coaching Reflections Sessions

- Facilitation Guide

1. State the challenge

Here, our goal is to learn some context from the *Presenter*. What is their biggest challenge right now? What are the stressors? Where are the bright spots? What have they tried already?

Importantly; what do they want from the group? Is it advice? Do they just need a sounding board? Do they want to hear the group describe back what they've heard, but through their own perspectives?



- Share the goal for the session, in the form of a “How Might We (HMW)” (e.g. “How might we improve the quality of customer success feedback loops in team X”)
- Discuss the impact that you’re trying to bring about through your interventions
- Share context
- Share your observations, actions taken so far and any other information you think may be useful
- *Reflectors*: No questions, responses or WTF facial expressions please. Just listen.
- *Facilitator*: Has the presenter framed their challenge in a way that can provoke discussion? You may need to help them prepare ahead of time.

2. Dig deeper

This is a two-way conversation where the *Reflectors* aim to get even more context and ask some exploratory, open questions.

This is not about solving the challenge, or the *Presenter* defending what they've done already, but rather a chance for the *Reflectors* to get more information.



- *Reflectors*: Ask clarifying / powerful questions to inspire thought and explore/ understand context
- *Reflectors*: Empathise with the presenter. Understand their challenge and the HMW goal(s)
- *Facilitator*: keep an eye out for advice disguised as a question “have you tried...” “why didn’t you do ...”. The goal here is to share context and explore different perspectives, not for the the presenter to have to defend their approach or intent. Prompt for open, generative questions.

3. Reflection

This is the section where only the *Reflectors* can speak. For in-person sessions I usually ask the *Presenter* to turn their back on the group of *Reflectors*. In virtual sessions, I get them to turn off their camera and mute themselves so their reactions don't influence the free-flowing conversation of the *Reflectors*.



Here's where the *Reflectors* discuss what they've heard and seen. If requested they join the dots with their own experience and knowledge and offer some advice.

- *Presenter*: turn your back to the reflectors and remain silent. Your job here is to listen and to look out for new perspectives and possibilities, not to defend or react. You don't need to do or follow everything that's said, just take note of the things of value to you. Think about how your approach may change as a result
- *Reflectors*: discuss the situation with each other. Share what you've observed and what was interesting. There's no right or wrong here.
 - Offer feedback/advice in terms of the *Presenter's* goals if requested. If not, simply discuss what you've seen and heard. What surprised you? What piqued your interest?
 - Remember to also highlight the positive
 - Don't jump to assumptions
- *Presenters and Reflectors*; assume positive intent!

4. Share takeaways

Finally, the *Presenter* rejoins the group and shares what they're going to do, change or have learned from the session. They don't need to address everything that's been discussed



- What new perspectives have you gained?
- What will you do differently as a result of the session today? What are you going to commit to trying / changing
- Offer gratitude for the time and contributions of your team

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