



## Coaching-Innovative Approach for Better Integration of Refugees

### Objective:

- ▶ Improve quality of counseling, support techniques for refugees' integration by strengthening professional skills of specialists working in NGOs and competent authorities.

### Activities:

- ▶ Study visits in Romania, Czech Republic and Slovakia
- ▶ Create project's website page including an online forum
- ▶ Create coaching manual including:
  - Types of coaching that can be used in relation to refugees
  - Methods to be used in relation to each type of coaching
  - How to develop coaching sessions
  - How to monitor and evaluate the progress made by the **coachee** (the refugee)
- ▶ Organize seminars in Romania, Czech Republic and Slovakia in order to present the coaching manual and familiarize professionals with special coaching techniques for better support provided to refugees during their integration process.

## COACHING

### What is coaching?

**Coaching**, is a teaching, training, development process via which an individual is supported while achieving a specific personal or professional result or goal. The individual receiving coaching may be referred to as the client or coachee.

The structures, models and methodologies of coaching are numerous, and may be designed to facilitate thinking or learning new behavior for personal growth or professional advancement. There are also forms of coaching that help the coachee improve a physical skill, like in a sport or performing art form. Some coaches use a style in which they ask questions and offer opportunities that will challenge the coachee to find answers from within him/herself. This facilitates the learner to discover answers and new ways of being based on their values, preferences and unique perspective.

When coaching is aimed at facilitating psychological or emotional growth it should be differentiated from therapeutic and counseling disciplines.

The purpose of the coaching is to help them move forward in whatever way they want to move, not to 'cure' them. In addition the therapist or counselor may work from a position of authoritative doubt, but cannot claim the position of ignorance so vital for coaching, because of the assessment knowledge that underpins their work.

Historically the evolution of coaching has been influenced by many other fields of study including those of personal development, adult education, psychology and other organizational or leadership theories and practices. Since the mid-1990s, coaching has developed into a more independent discipline.

There are many definitions of coaching, mentoring and various styles of management and training.

What follows are more succinct definitions of the various forms of helping. However, there may be overlap between many of these types of coaching activities.

- ▶ *Managing is making sure that people do what they know to do.*
- ▶ *Training is teaching people to do what they don't know how to do.*
- ▶ *Mentoring is showing how the people who are really good at doing something do it.*
- ▶ *Counseling is helping people come to terms with issues they are facing.*
- ▶ **Coaching is none of these** – it is helping to identify the skills and capabilities that are within the person, and enabling them to use them to the best of their ability.

#### Coach qualities:

- ▶ A Good Communicator
- ▶ Open-Minded
- ▶ Patient
- ▶ Approachable
- ▶ Positive
- ▶ Motivator
- ▶ Friend

#### Types of coaching:

- ▶ **Life coaching** draws upon a variety of tools and techniques from other disciplines such as sociology, psychology, positive adult development and career counseling with an aim towards helping people identify and achieve personal goals. Specialty life coaches may have degrees in psychological counseling, hypnosis, dream analysis, marketing and other areas relevant to

providing guidance. However, they are not necessarily therapists or consultants; psychological intervention and business analysis may lie outside the scope of some coaches' work.

- ▶ **Career coaching** focuses on work and career or issues around careers. It is similar in nature to career counseling and traditional counseling. Career coaching is not to be confused with life coaching, which concentrates on personal development. Another common term for a career coach is career guide, although career guides typically use techniques drawn not only from coaching, but also mentoring, advising and consulting.
- ▶ **Personal coaching** is a process which is designed and defined in a relationship agreement between a client and a coach. It is based on the client's expressed interests, goals and objectives. A professional coach may use inquiry, reflection, requests and discussion to help clients identify personal and/or business and/or relationship goals, and develop action plans intended to achieve those goals. The client takes action, and the coach may assist, but never leads or does more than the client. Professional coaching is not counseling, therapy or consulting. These different skill sets and approaches to change may be adjunct skills and professions.
- ▶ **Trauma Recovery Coaching** as a set of one-on-one coaching sessions designed to:
  - a) Effectively help an individual work through the various mental and emotional response cycles to imposed trauma
  - b) Develop customized systems by which one can regain victory and control over one's personal and professional life
- ▶ **Intercultural Coaching** has the same basic tenets as standard professional coaching but also takes into consideration the coachee's cultural perspective, and those of the people around him/her. Intercultural coaching focuses on creating an 'intercultural climate' that allows the coach and coachee to become more culturally aware and adapt their behavior and expectations as appropriate. Intercultural coaching is defined as "utilizing culture as a force of change to unleash the coachee's potential"<sup>1</sup>. Both the coach and the coachee will take a look at the cultures that might be involved (national culture, organizational culture, social class, professional affiliation, etc.) and consider how to take them into account for the realization of the coachee's objectives.

#### **General guidelines and principals for adapting coaching to coaches from other cultural backgrounds**

When you are coaching, it is important to negotiate a settlement about being open and transparent. This is imperative when you are working with coaches from other cultural backgrounds. You need to find a method of working with your coachee that is respectful and productive, and what that looks like depends on the context and the people involved. Here are some other general guidelines that can help:

- Be empathetic to feedback from coachees. Successful cross-cultural communication may be difficult in cultures that shun criticism or that ensure the comfort of participants through hospitality.
- Look for opportunities to take advantage of cultural difference. For example, show how a certain concept is implemented in the coach's culture and discuss the possible differences either in concept or implementation. It may then be possible for the coachee to develop more culturally appropriate ways for the concept to be introduced.
- Be sensitive to a culture's method of learning and working. Some cultures may stress memorization, lists, logic or cooperation. Be aware that Western European and North American coaching approaches may seem quite alien and produce discomfort in other cultures. A coach who does not understand a culture's learning styles will meet considerable frustration.
- It is important to remember that, as an outsider, the coach will probably never fully understand at a deep level the communication styles, methods, constraints and assets of the culture. Hence, it's imperative that the coach avoids judging something as 'wrong' simply because it is different.

### Group coaching

- ▶ Group coaching clients benefit from the peer learning with others, commonly referred to as the collective wisdom of the group. This peer learning is often as important as the interaction with the coach. Many clients find the process "less on the spot", giving them more time to reflect and integrate their insights. Masterful group coaches step back and create a strong process framework for the coaching to emerge from.
- ▶ Coaches may find that group coaching is a powerful way to leverage their time and resources, enabling them to work with more clients over less time, potentially at a lower price point per person.