

Coaching at Work Annual Conference

Excellence in organisational coaching & mentoring:

Empowering, engaging & inspiring people at work

3rd July 2019, London

Coaching
at Work

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3 July 2019

HALOS AND HORNS

COACHING AT WORK CONFERENCE

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Coaching, Supervision & Leadership Development

**Coaching
at Work**

Section 1

THE MODEL - THEORY



HALOS AND HORNS – AN OVERVIEW (1)



- “Halos and horns” refers to an effect that has been written about related to selection and recruitment interviews.
- It suggests we make quick judgements based on a range of factors from voice to appearance (possibly due to unconscious bias and counter-transference).
- We then seek out the information that supports our initial view.
- How might Halos and Horns apply to coaching and to leadership?

HALOS AND HORNS – AN OVERVIEW (2)

- The purpose of this tool is to look at our coaching, mentoring, supervision or leadership practice systemically, rather than considering the individual elements, cases or members.
- All of our clients, supervisees or team members then come “out of the darkness” and get their time “in the sunshine.” We look for patterns and themes.
- This can be done with groups as a collective exercise, or it can be done individually.
- It is useful as a means of self-reflection on our entire practice/team and is particularly useful for those whose preference is introversion.





CAROLE DAVIDSON, COACH, SUPERVISOR, AUTHOR & EMCC
ASSESSOR:

“As an external coach, do I instinctively choose to work with people whom I recognise as having similar values and beliefs? Am I more comfortable in this environment?

Equally, what about in the role of an internal coach, when I am presented with a client who has sometimes been ‘sent’ for coaching.”

“

“Are we perhaps inadvertently pulled to those with a ‘halo’ effect who we really enjoy working with?

What about those clients that were more of a struggle?

Did we think of them in the context of a ‘horns’ effect, tricky to work with?

Perhaps these were the clients we needed to bring more into the sunlight.”



“ What are the implications in initial chemistry sessions
- how do I respond meeting clients for the first time?

When thinking of clients who came to mind with ‘horns’,
how in future will I give equal attention to all my
clients?


If we consistently choose to work with clients who
share our beliefs and values how do we stretch our
learning and development as coaches? ”

Section 2

THE MODEL - PRACTICE



THE HALOS AND HORNS MODEL: THINKING OF YOUR CLIENT LIST/TEAM MEMBERS/STAKEHOLDERS

1. Client/Team member (initials)	2. Brief description—physical sensations I have, image, metaphor, magical creature, historical character, dance we do etc.	3. Halo or horns or unsure (would the organization see them the same way?) 	4. Parent, Adult or Child: how I see them and how I see myself in the relationship		5. Parent, Adult or Child: my balance as coach/team leader in sessions with client/team member (e.g. P 25%, A 70%, C 5%)		6. Drama (Karpman) Triangle: do the client or I ever step onto the triangle and become Rescuer, Persecutor or Victim (with us/others)?		7. Emerging themes
			<i>Me</i>	<i>Them</i>	<i>Actual %</i>	<i>Desired %</i>	<i>Me</i>	<i>Them</i>	

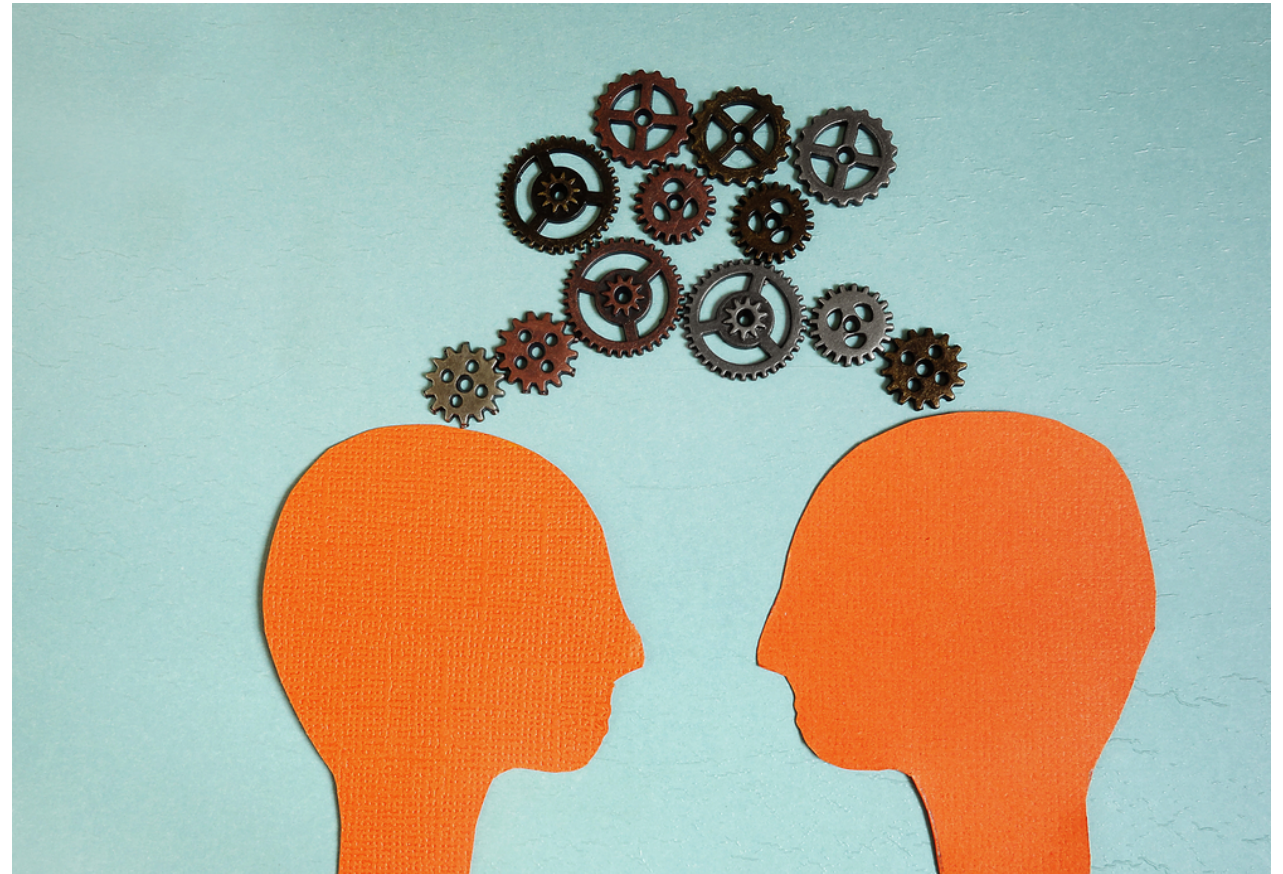
INSTRUCTIONS (1) – UP TO 10 MINUTES

- In column 1, simply note the initials of up to 7 coaching clients, or team members/colleagues
- In column 2, note down your honest, unfettered reactions to each client/colleague. This could be:
 - a physical sensation
 - an image that is conjured up for you
 - a factual person, animal or other living being they remind you of from the present or historical
 - a magical creature, or other fictional form
 - a dance you feel you do with them, or song you might sing with them, or a fancy dress costume you might arrive at a party in with them
 - and so on...
- In column 3, note down whether you feel you give this client or colleague a metaphorical halo, horns or are unsure. Would their organization see them the same way – make a note.

INSTRUCTIONS (2) – UP TO 10 MINUTES

- Please now work in 2s and share the key emerging themes from doing this exercise with your partner. Consider how you might use it.

Please allow 5 minutes each way and jot down a few bullets in column 7



EMERGING THOUGHTS (GROUP)

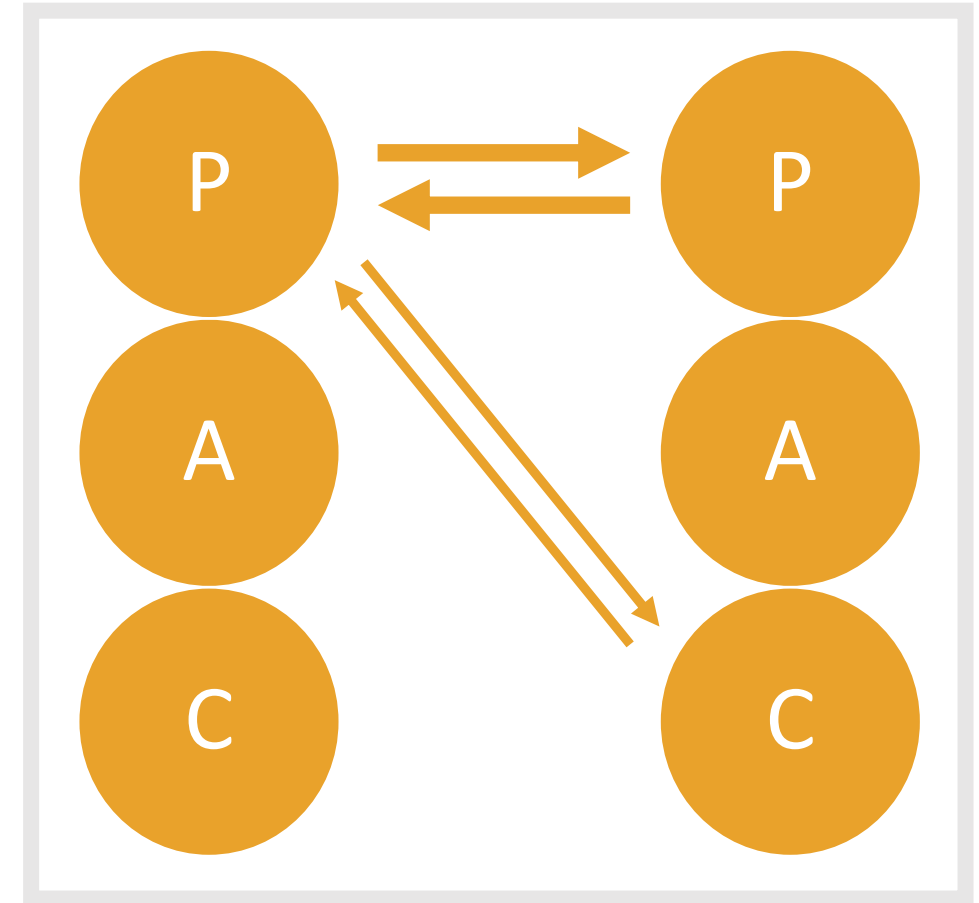


- What are any themes emerging for you so far?
- How might you use this?
- Natasha and Gregor share how they've used it

ADDITIONAL ELEMENTS WE MAY DRAW FROM: TA

Using the TA (Transactional analysis) ego state model: Parent, Adult, Child

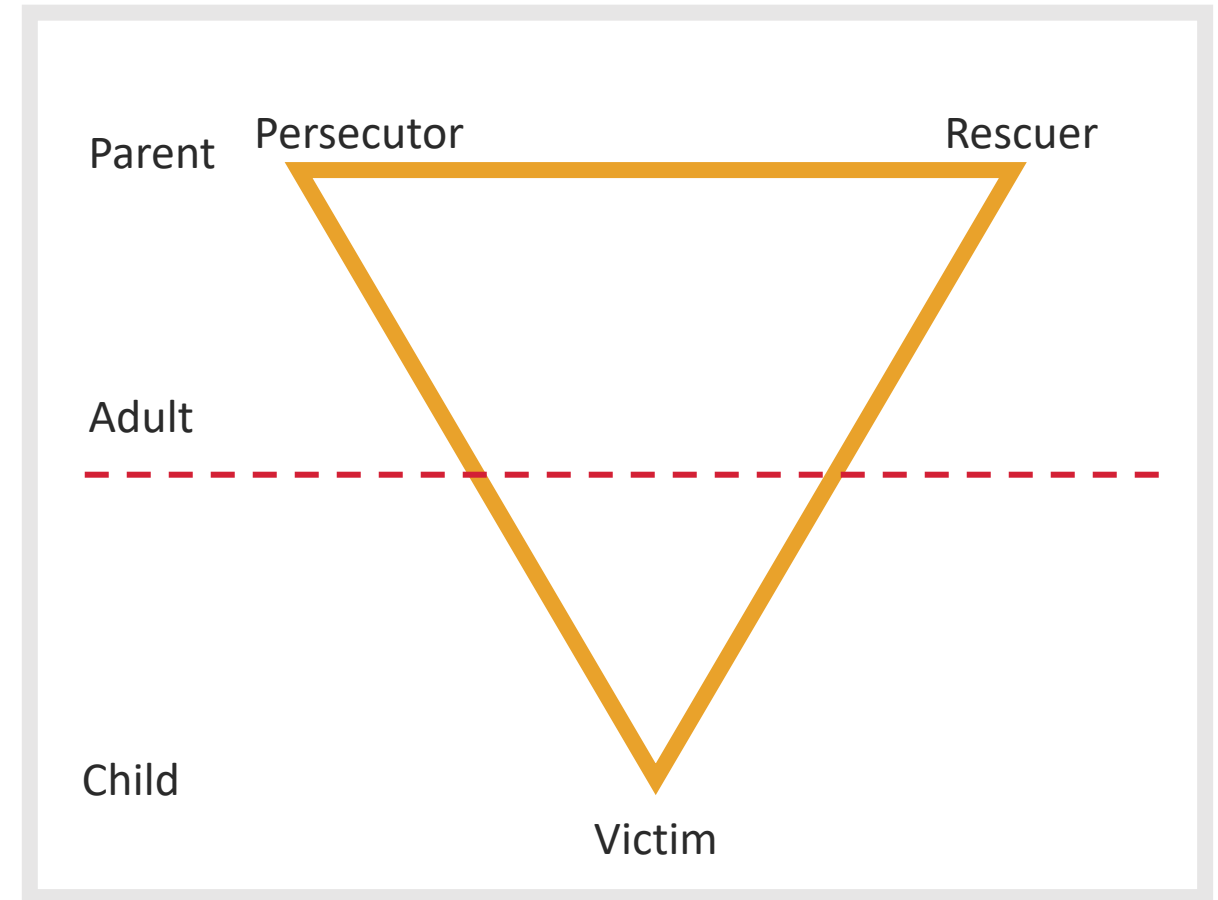
- Consider each client and where you are mainly working from as coach, as client, as leader/manager in your relationship.
- How do you see yourself and how do you see them in the relationship? P? A? C? Combination?
- What is your balance as coach/team leader in sessions with your client/team member (e.g. P 25%, A 70%, C 5%)
- What is the balance you might think most appropriate with your client/team member etc (e.g. P 20%, A65%, C15%)



ADDITIONAL ELEMENTS WE MAY DRAW FROM: KARPMAN 'DRAMA' TRIANGLE

Use the Karpman Triangle ('Drama Triangle'):

- The roles of Persecutor, Rescuer and Victim are portrayed in psychological games.
- They can serve as a training ground for powerlessness, preventing psychological equality in relationships.
- Persecutor and Rescuer are different forms of parent (critical or controlling).
- Are you ever on this triangle with any of your clients, supervisees or team members, or your boss?
- If so, is there a pattern?



INSTRUCTIONS (3)



- Please now look at columns 4, 5 and 6 and make any brief notes
- Now you have 5 minutes to work in pairs to discuss any further thoughts, insights etc. that have emerged

Section 3

WHAT'S NEXT?



PULLING IT TOGETHER, QUESTIONS AND TAKE-AWAYS!

- Some questions to consider:
 - Are there particular types of clients you find easier, harder? What does that bring up?
 - Consider, what makes a good client for you? What makes an effective relationship? What do you notice when you consider those questions? What might this mean for our practice and our effectiveness as coach, mentor, supervisor, consultant, facilitator, leader, team member?
 - If our clients/colleagues had a collective voice what might they say to us?
 - What is your learning edge from doing this exercise? What is your cutting edge?
 - What, if any, implications are there for our contracting and our chemistry sessions, for our recruitment and for our team meetings?
- What are your 2 take away actions?



THANK YOU FOR YOUR TIME

Please feel free to get in touch for further discussion:

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