

# Lesokoana Senior Managers Coaching Programme

Dr. Puleng Makhoalibe and Christine Williams

# Welcome & Context

## The Programme

# Objectives of the Lesokoana Coaching programme

The work will be restricted to delivery of training on coaching and mentoring for Senior Managers for a period of (3) months. The intervention shall be a combination of theory and practical on the job application. The intervention shall be delivered through a combination of virtual and physical sessions.

- An empowered Senior Managers, with capacity to coach and mentor in an ever-changing environment
- Personal and professional growth
- Improved employee performance and productivity
- Improved employee engagement
- Improved Communication
- Improved employee creativity and innovation
- Improved empathy and trust

# Introductions Picasso in a bag

## **RULES:**

- 1. Do NOT lift your pen off the paper, ever.**
  - 2. Do NOT look at your paper as you draw.**
  - 3. Do NOT look in the bag.**
  - 4. Use the whole page.**
  - 5. Capture detail**
- Take your time.**



Who are we?

# Dr. Puleng Makhoalibe

Dr. Puleng Makhoalibe the founder and CEO is a Henley UK certified Executive coach. She is a global award winning Programme Director and also ALP coach in a global award-winning programme. She was born in Lesotho and moved to South Africa in 2005 and operates from Johannesburg. Her coaching practice dates back to 2008 where she enrolled in an MBA and took coaching as one of her electives. She has since developed a coaching practice which she embodied in various leadership positions from being Founder and Head of the Central Technology Unit at the University of Cape Town and Founder and Head of Henley Innovation, Creativity and Entrepreneurship at Henley Business School and now Founder and CEO of Alchemy Inspiration.

She has coached numerous executives, managers, leaders across industry in 20 countries in Africa with the recent one being a lead coach in the Standard Bank Acceleration programme targeted at c-suite executives from 17 countries.

Through the coaching programme in Henley UK, she developed a framework called CRAFT used to integrate coaching with her PhD framework to accelerate leaders to lead in ambiguity and unleash their creative intelligence in a world characterised by unknow unknowns. She is a life-long learner who did 300 hours in Psychology and Neuroscience for coaching with Henley UK. And most recently a recipient of the MIT Neuroscience for Business Certificate.

She also recently received an honorary doctorate from Future Africa Institute for the African Science Leadership Programme that she ran for ten years where she coached and mentored over 200 PhD's in the African continent.

- 2013 International Creative Leadership Award
- 2014 HERS Academy: Movers & Shakers: Women Shaping Higher Education & Society
- 2012 Women and Home: Women in Technology who inspire
- 2012 & 2014 Excellent Service Award – University of Cape Town
- 2019 Women Leaders of the World
- 2020 Top Woman Young Achiever Finalist
- 2020 Top Inspiring Women in Stem Winner
- 2020 Design Thinking Coach in European Foundation of Management Development (EFMD)- Global Award-winning executive programme
- 2022 Programme Director in an EFMD Global Award-winning executive programme



Who are we?

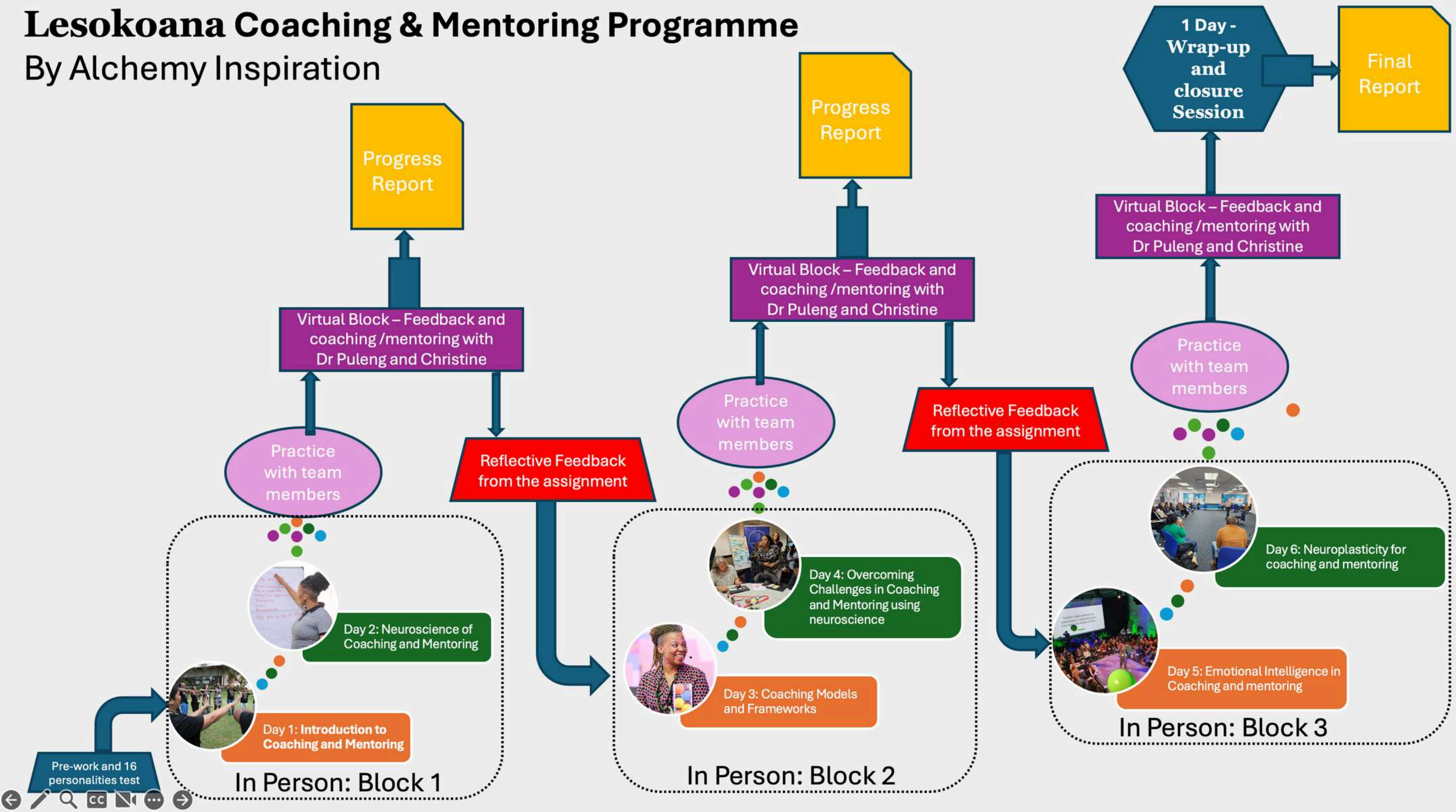
# Christine Williams

- During her 25-year career Christine has been fortunate enough to have worked across Strategy, People Strategies, Leadership Development , Sales, Communications, Innovation, Market Insights, Metrics, Human Capital Analytics, Diversity and Inclusion, Governance and Human Capital Sustainability with executives leadership teams in South Africa, Europe and 18 African countries.
- Prior to working with Alchemy, she ran a consultancy, worked for Unilever and held several senior Global roles in a large corporate including heading up Executive Leadership Development for the Standard Bank Group. Christine's wide range of experience resulted in her understanding of several industries, organisations; and has enabled her to establish strong relationships with many Executive Leadership teams and organisations.
- Christine has mentored and coached several young, talented South Africans and is providing advisory support to a range of Senior Executives and CEO's. Her passion is using coaching philosophies to mentor, enable and support up and coming talent and leaders in transition to perform and succeed.
- Christine is an experienced coach and mentor with a warm and engaging manner.She creates a safe space for her clients to explore difficult topics whilst at the same time challenging them to grow and address issues honestly and authentically.
- Another one of Christine passions is enabling emerging talent and she has been privileged enough to mentor several young, talented South Africans and provide advisory support to Senior Executives and CEO's. She uses coaching philosophies combined with technical knowledge to enable and support emerging talent and leaders to perform and succeed. Christine is an experienced executive with a warm and engaging manner. She creates a safe space for her clients to explore difficult topics whilst at the same time challenging them to grow and address issues honestly and authentically.
- Christine has a clear understanding of Global Strategies and how this can be translated for several product areas and geographies. This combined with her extensive work with executives, facilitating complex strategy sessions, her Learning and Development expertise and her experience in mobilising and developing leadership enables her to successfully partner leaders, teams and companies to perform and succeed. Christine loves partnering with, supporting and enabling organisations, senior executives and leadership teams in transition, by providing the right support and facilitating the right conversations resulting in focused actions that achieve the desired results that will enhance organisational performance.
- Christine is part of the Henley Adjunct Faculty and an Executive Fellow of Henley Business School UK. She is the South African representative for the Global Business Driven Action Learning network, has been a member of the IODSA Sustainable Development Forum, has chaired and sat on various not-for-profit boards including being the Chairperson of the Human Capital Institute of Africa (who champions Talent in Africa). She is currently a member of the Ethical Arrow Not-for-profit Board and on the Rhodes Scholarship selection committee.
- She has an honours degree in Business Science and is a Chartered Marketer.



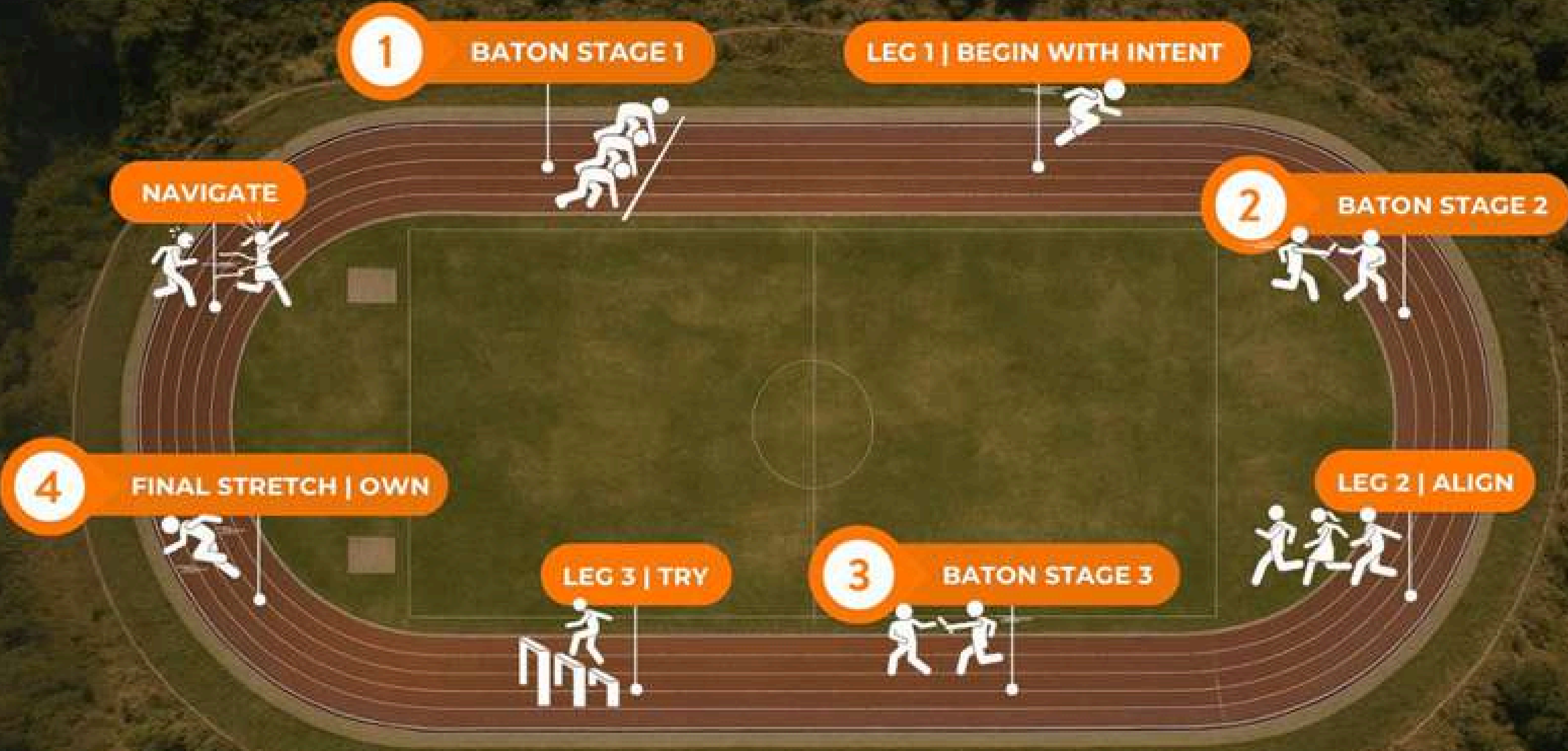
# Lesokoana Coaching & Mentoring Programme

By Alchemy Inspiration



# OVERVIEW OF OUR RACE

# DR P





# Baton Stage 1

# We Learn

- 10% of what we read
- 20% of what we hear
- 30% of what we see
- 50% of what we see and hear
- 70% of what we discuss
- 80% of what we experience
- 95% of what we teach each others

- William Glassper

# Lesokoana Coaching and Mentoring Programme Baton Stage 1

16  
JUN

## Day 1

### Welcome and setting the context for the programme

### Objectives of the Programme: Defining my own finish-line

- In life
- At work
- As a nation

### Why Coaching and Mentoring: Where are we in the race?

- Pework feedback
- Our current challenge
- The need to do things differently

### Introduction to Lesokoana Coaching and Mentoring Programme: Taking a different route

- Stress Management
- Resilience
- Self care
- Workload
- Passing the baton
  - Understanding
  - Skills
  - Practice

### Developing my B. A. T. O. N Plan:

- Current responsibilities and diary
- Key tasks that can be delegated
- Team members identified as possible Mentee/ Coachee

# Lesokoana Coaching and Mentoring Programme Baton Stage 1

## Day 2

17  
JUN

### Reflections on Day 1

#### Running a new Race will need new behaviours from:

- Myself
- My team/ team members
- The organisation

#### Understanding our own and others behaviours:

- My Enneagram profile
- Neuroscience sprint
- Using neuroplasticity to shift behaviors
- Implications for coaching and mentoring
- Implications for me as a coach and mentor
- Implications for the people I coach / mentor

#### Coming back to coaching and mentoring principles

- Modeling and role modeling
- Respect and trust
- Empowerment
- Active listening
- Curiosity vs judgement
- Empathy
- Confidentiality
- Open and honest communication

**Pulling together my Lesokoana Execution Gameplan (LEG)**

## The Rhythm

# The rhythm of each day

- 08:30 - 09:00 Check-in
- 09:00 - 10:00 **GOAL**
- 10:00 - 10:15 Break
- 10:15 - 12:30 **REALITY**
- 12:30 - 12:30 Lunch
- 12:30 - 13:30 **Obstacles & OPTIONS**
- 14:30 - 16:00 **Way-forward**
- 16:00 - 16:30 Check-out





# GOAL

INDIVIDUAL

# Check-in

Which of these statements best reflect how you feel this morning? Come-on tell us honestly.....

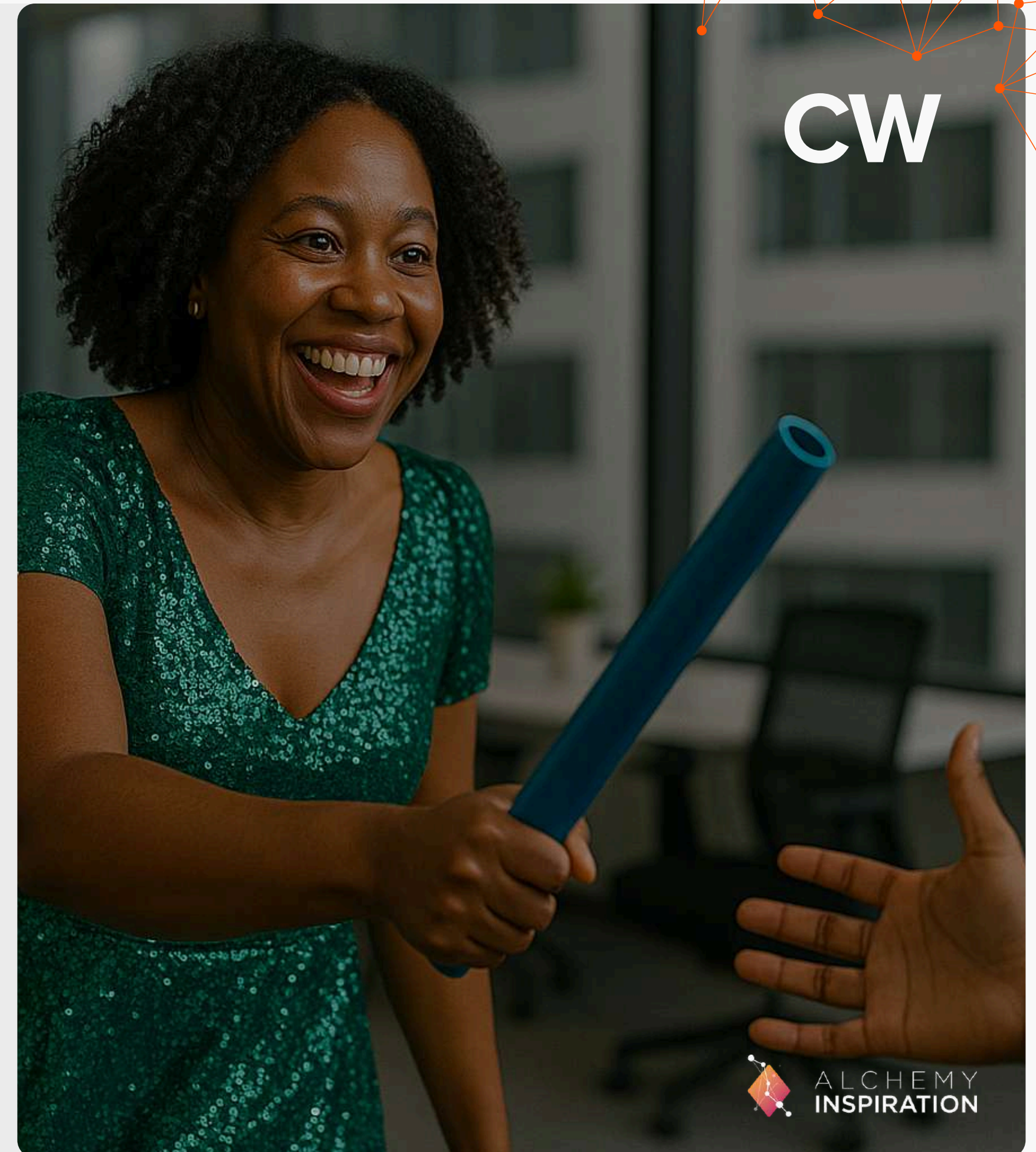
5 - I am super excited and really looking forward to being part of this programme!

4 - I am not sure yet - let's see how it goes.....

3 - I have concerns about this programme??

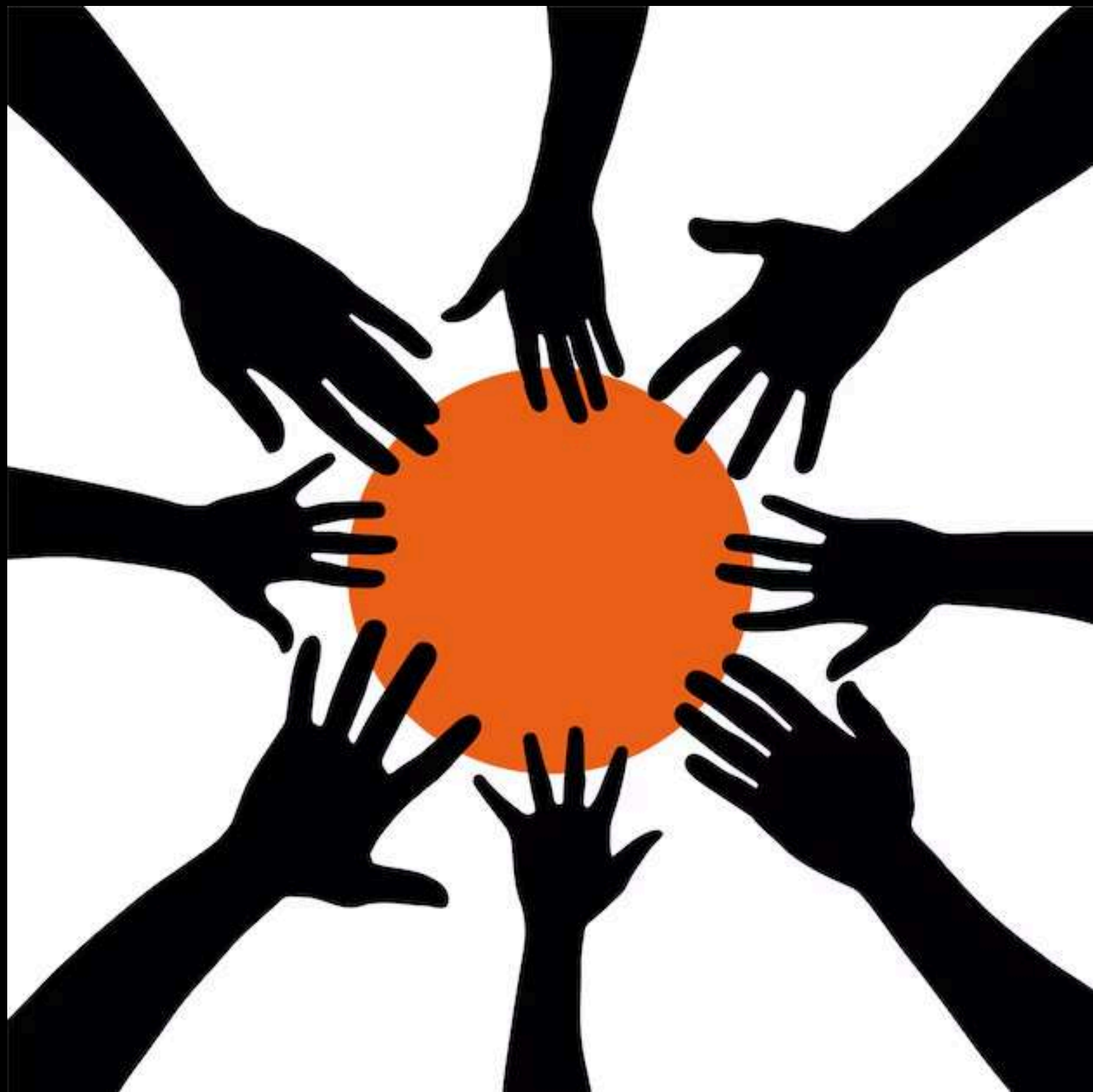
2 - To be honest I am not sure if I have the energy for this..

1 - Do I really need to be here?



**What would  
make your time  
here worth it?**

What would  
**HELP** or **HINDER**  
your journey?



**Time for a  
Table  
discussions  
with HELPS  
& HINDERS**

# HOW TO THINK BETTER

& help others think better, too



From the work of Nancy Kline - "More time to Think." 3STICKMEN

**ATTENTION**  
  
Listening without interruption is an act of creation

**EQUALITY**  
  
Our thinking is different and equal

**EASE**  
  
You cannot think in a hurry. Create freedom from rushing

**APPRECIATION**  
  
Appreciate 5 x more than you criticize

**ENCOURAGEMENT**  
  
Eliminating competition improves thinking

**INFORMATION**  
  
What are you denying that could liberate your thinking?

**FEELINGS**  
  
Fear prevents thinking, laughter helps

**DIVERSITY**  
  
People will think for themselves

**INCISIVE QUESTION**  
  
Remove false limiting assumptions

**PLACE**  
  
The place - and your body - matters

NOTE: Please use this poster when facilitating, training or leading thinking.

Drawn by Lita Currie  
© www.3stickmen.com

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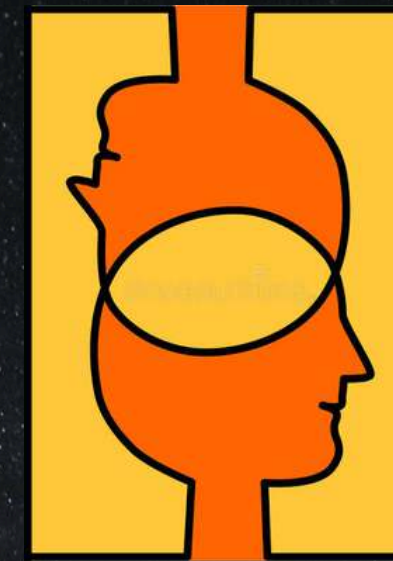
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## Thinking pairs



## Rounds



## Talking Stick



AGH!

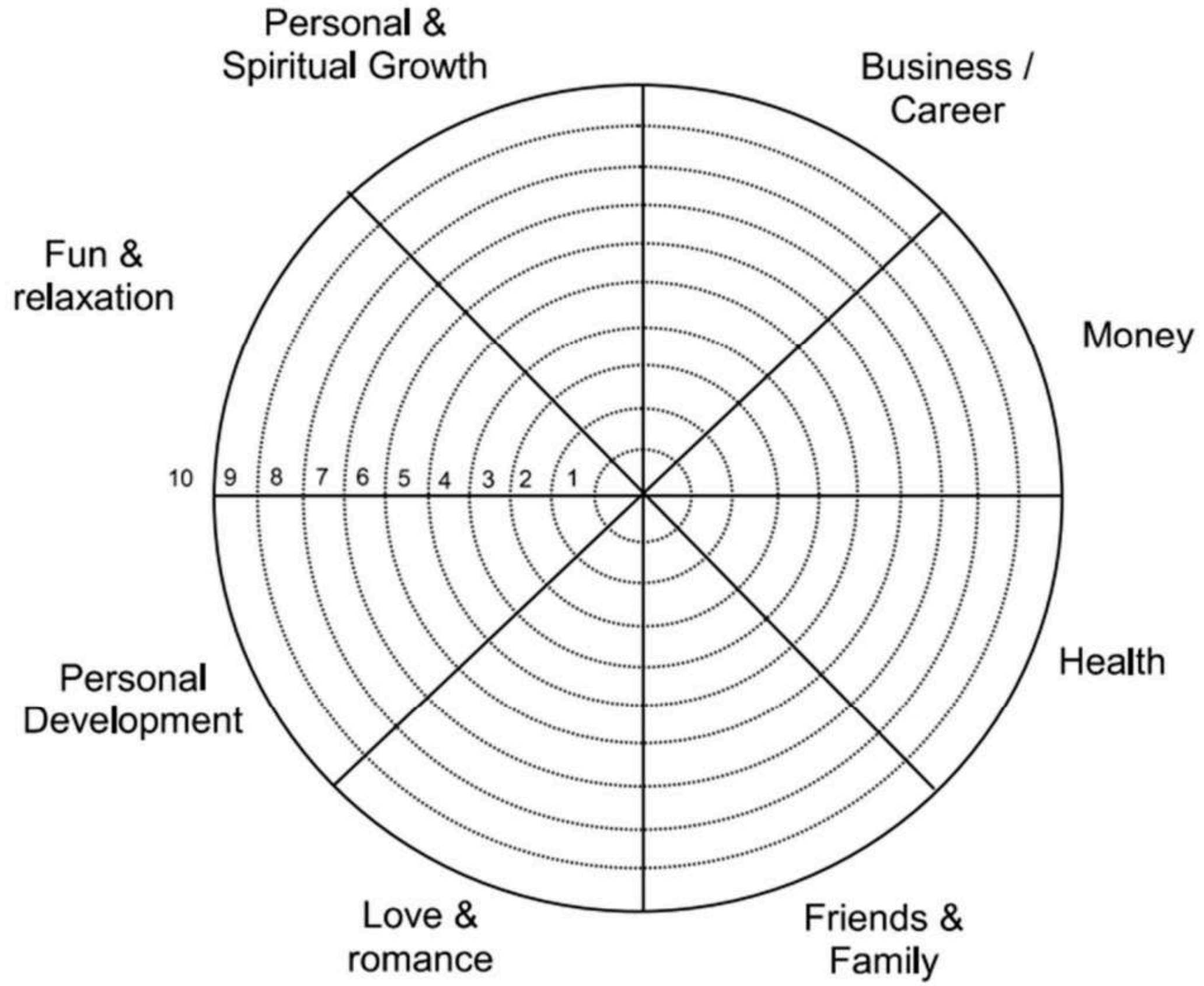
TELL

Reflection Exercise

# Defining your own finish line...

What would winning look like for you?

- In life?
- At work?
- In your role?
- For Revenue Services Lesotho?
- For our Nation?

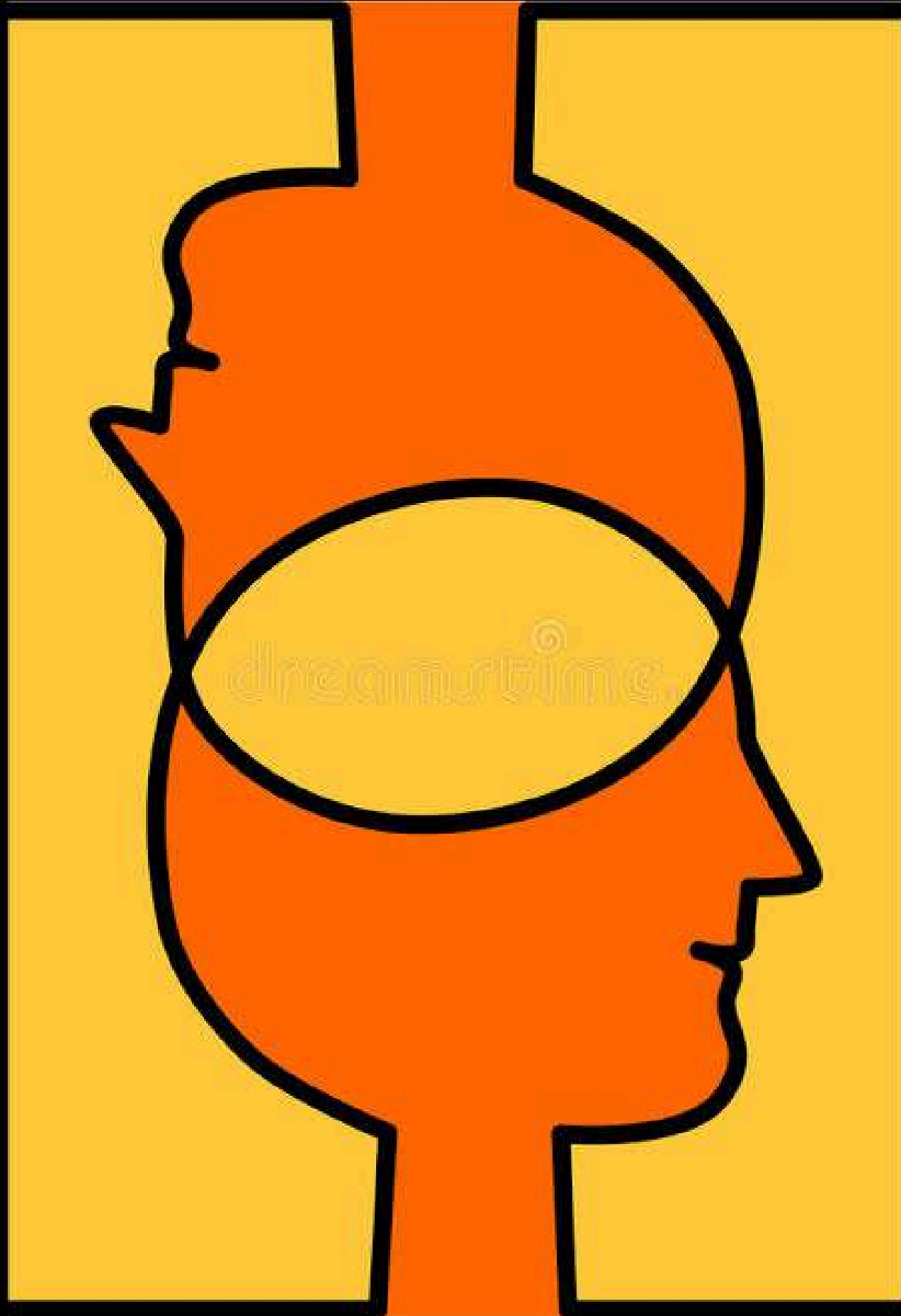


Reflection Exercise

# Defining your own finish line...

What would winning look like for you?

- In life?
- At work?
- In your role?
- For Revenue Services Lesotho?
- For our Nation?



# Find your Thinking Partner

Time to think  
in Pairs

In preparation for our session, we would appreciate it if you could take some time over the next week to self-reflect on where you personally are at the moment and how you are currently feeling about your work.

This self-assessment is for your own personal development and is anonymous - so please be honest.....



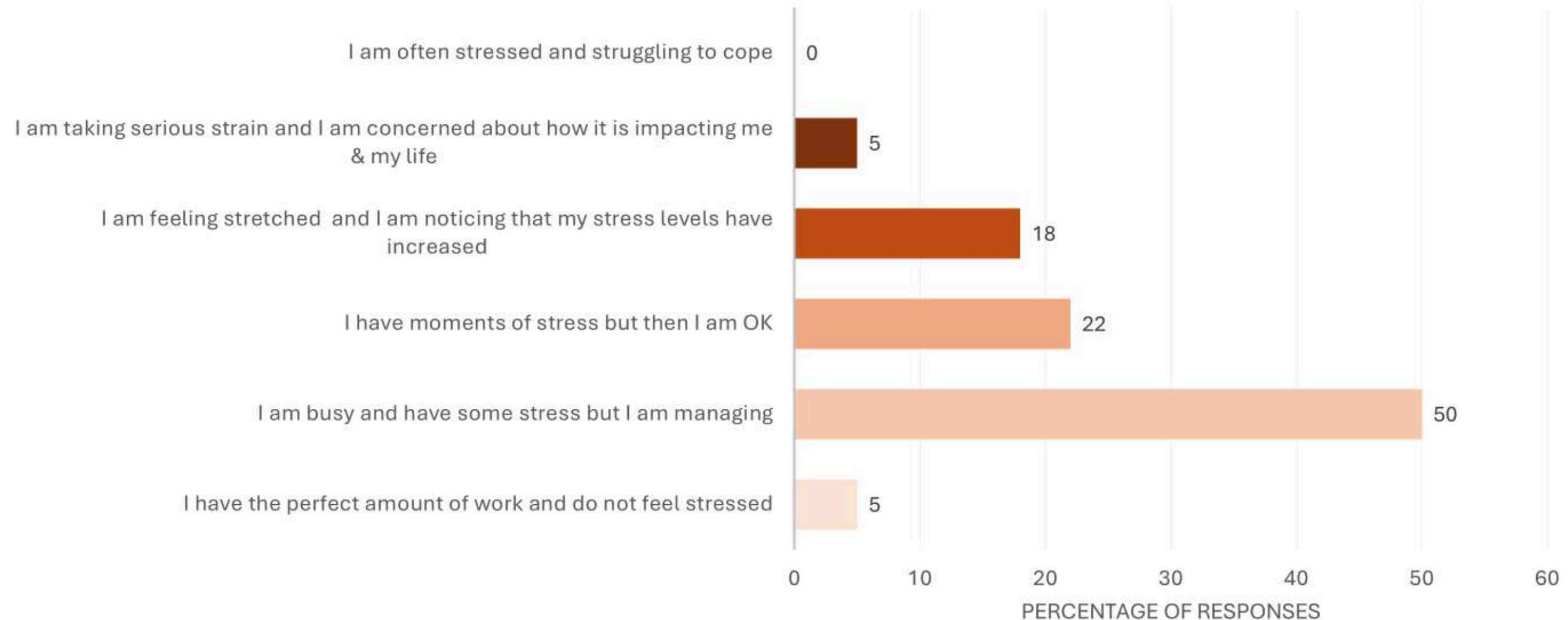
Let's do this...

# We asked you to tell us how you are currently doing?

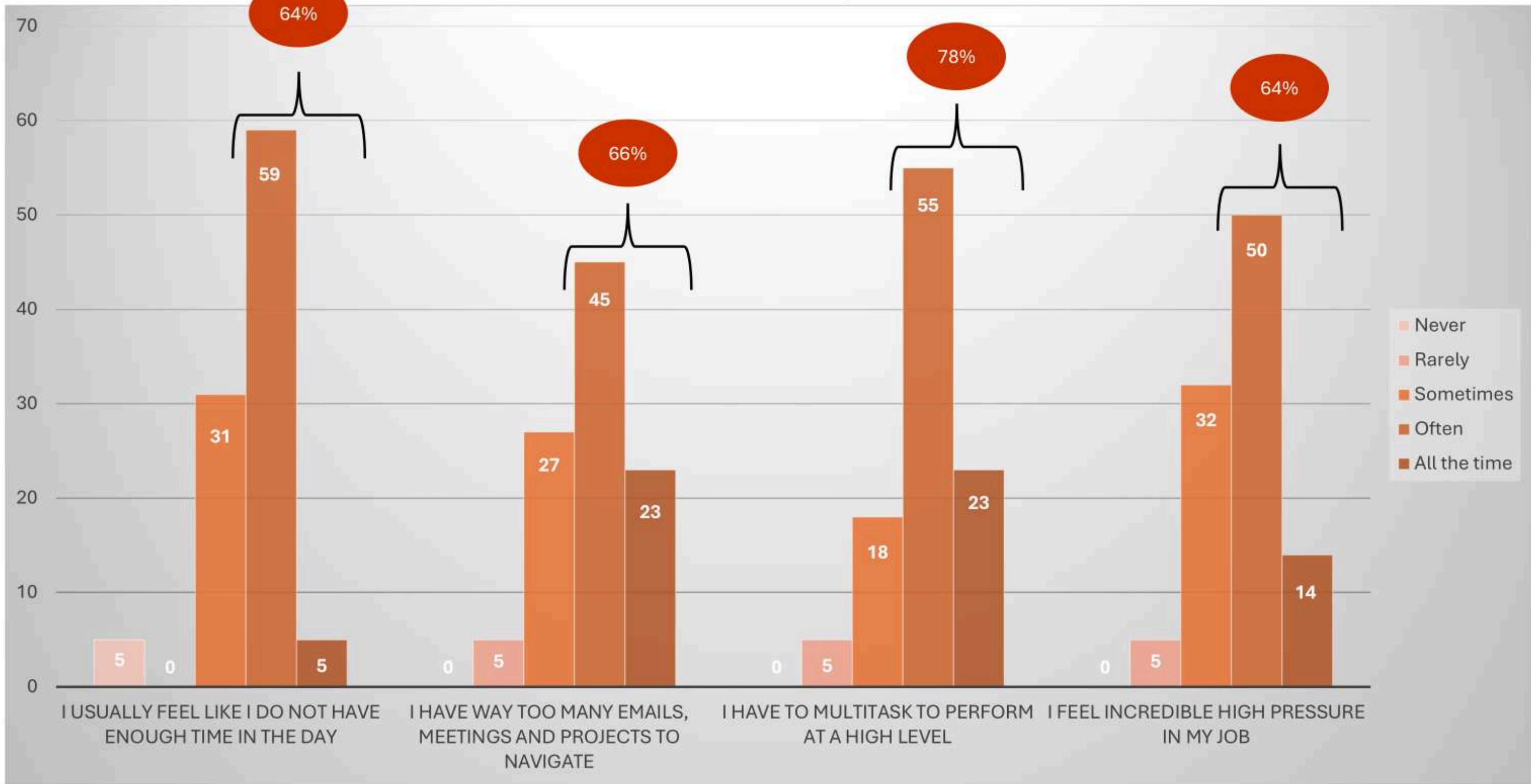
# Thank you for making the time...

# How stressed do you feel about the amount of work on your plate? Is it manageable or is it overwhelming?

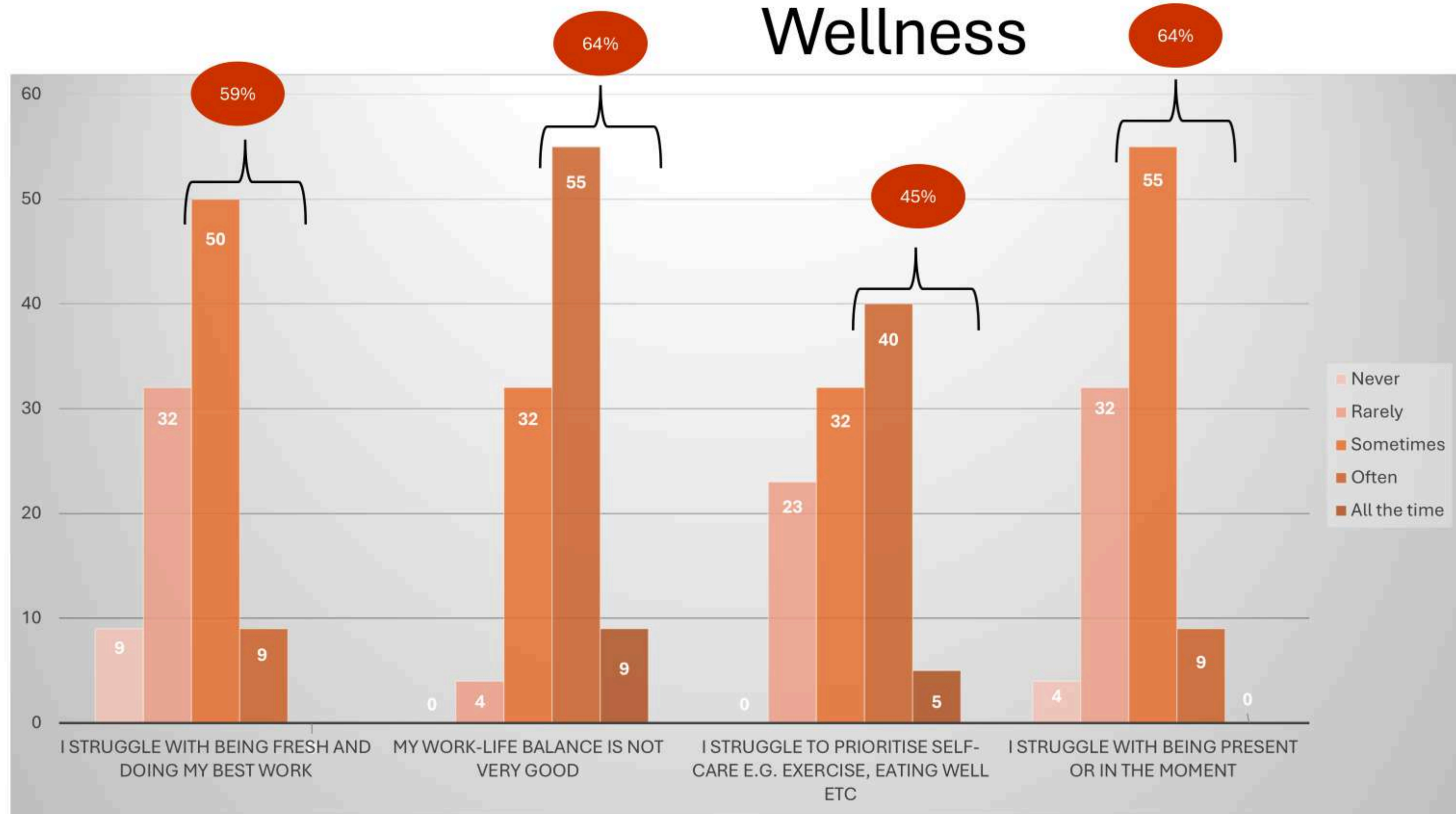
22 Answers



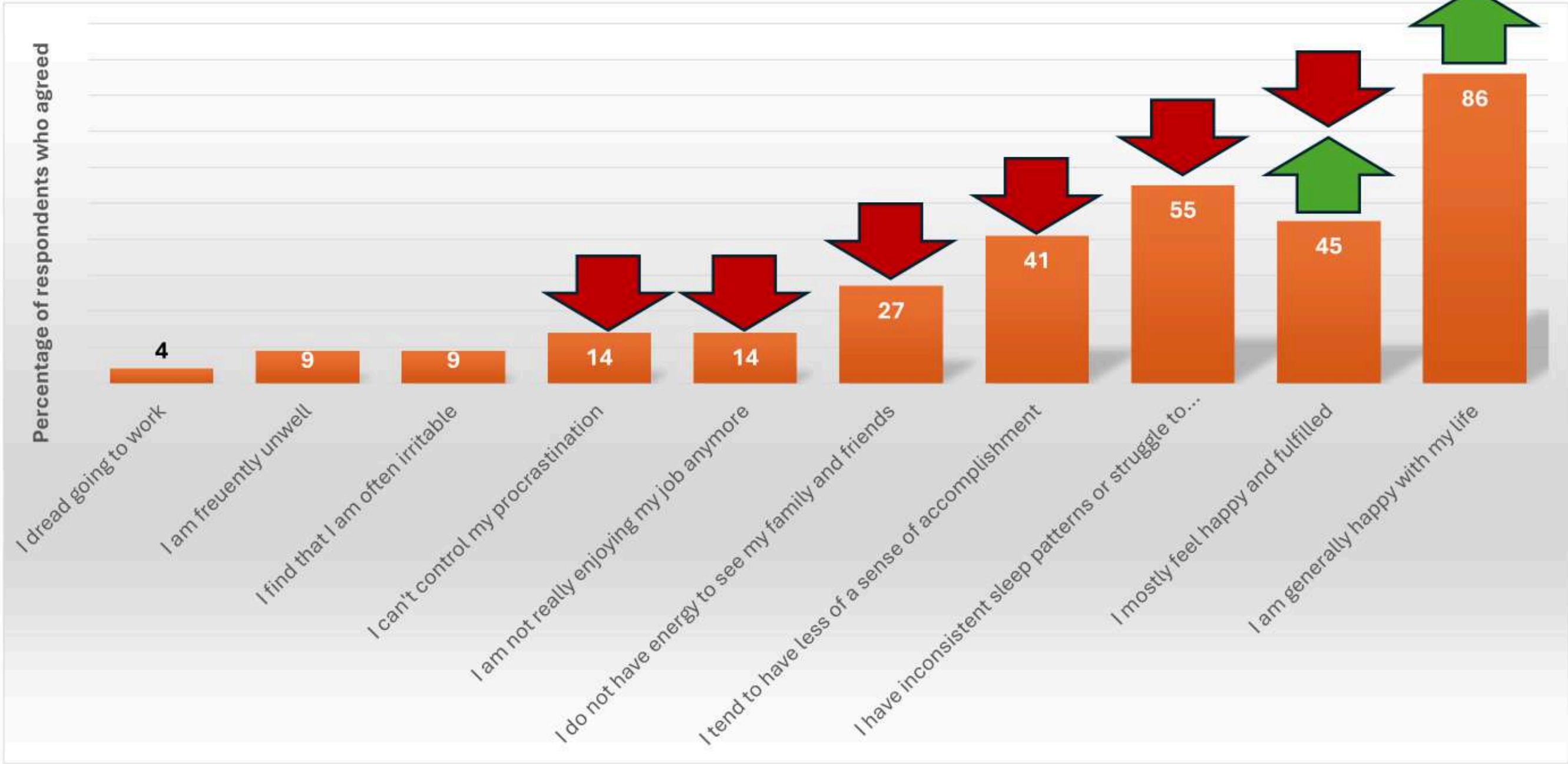
# Workload and pressure



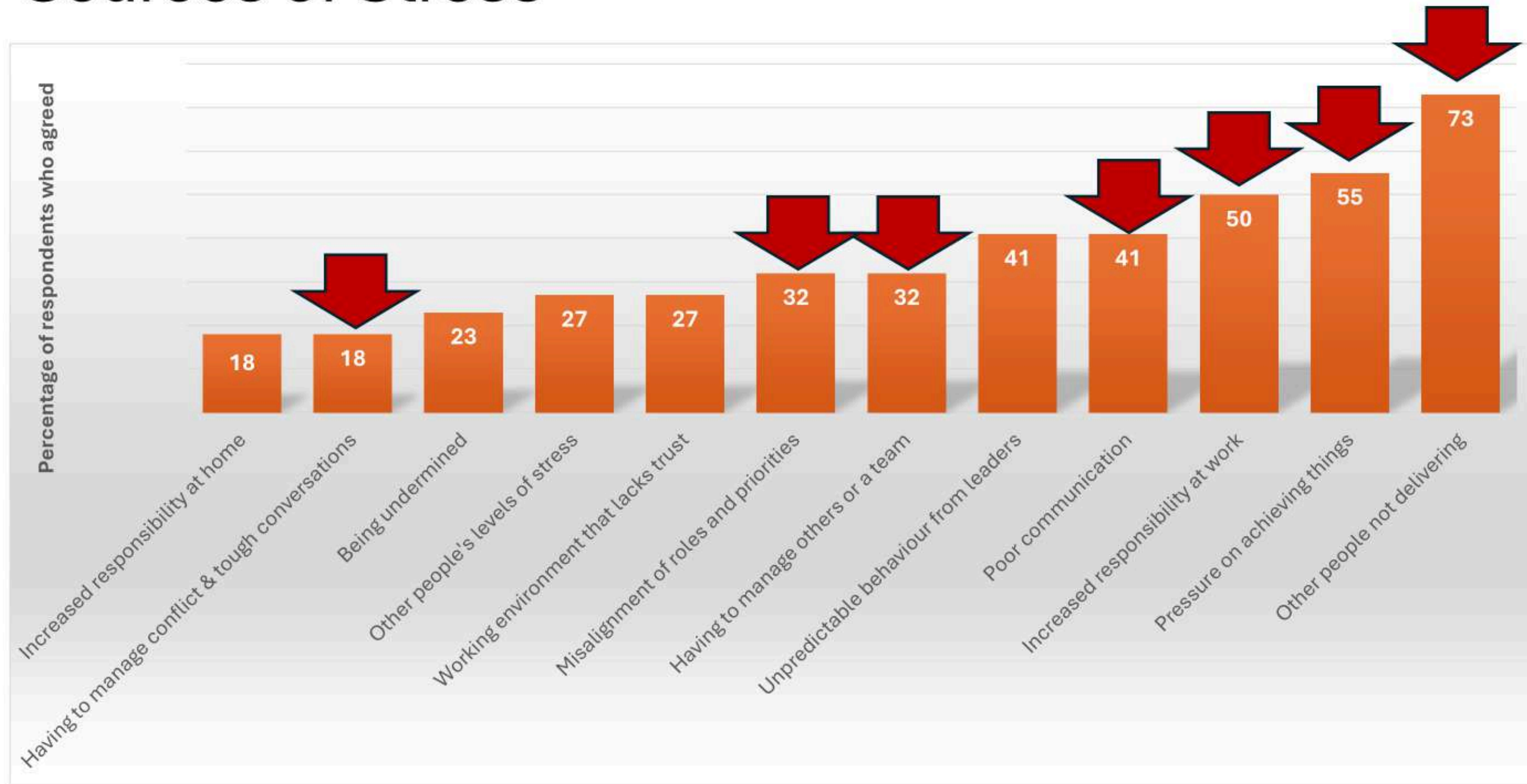
# Wellness



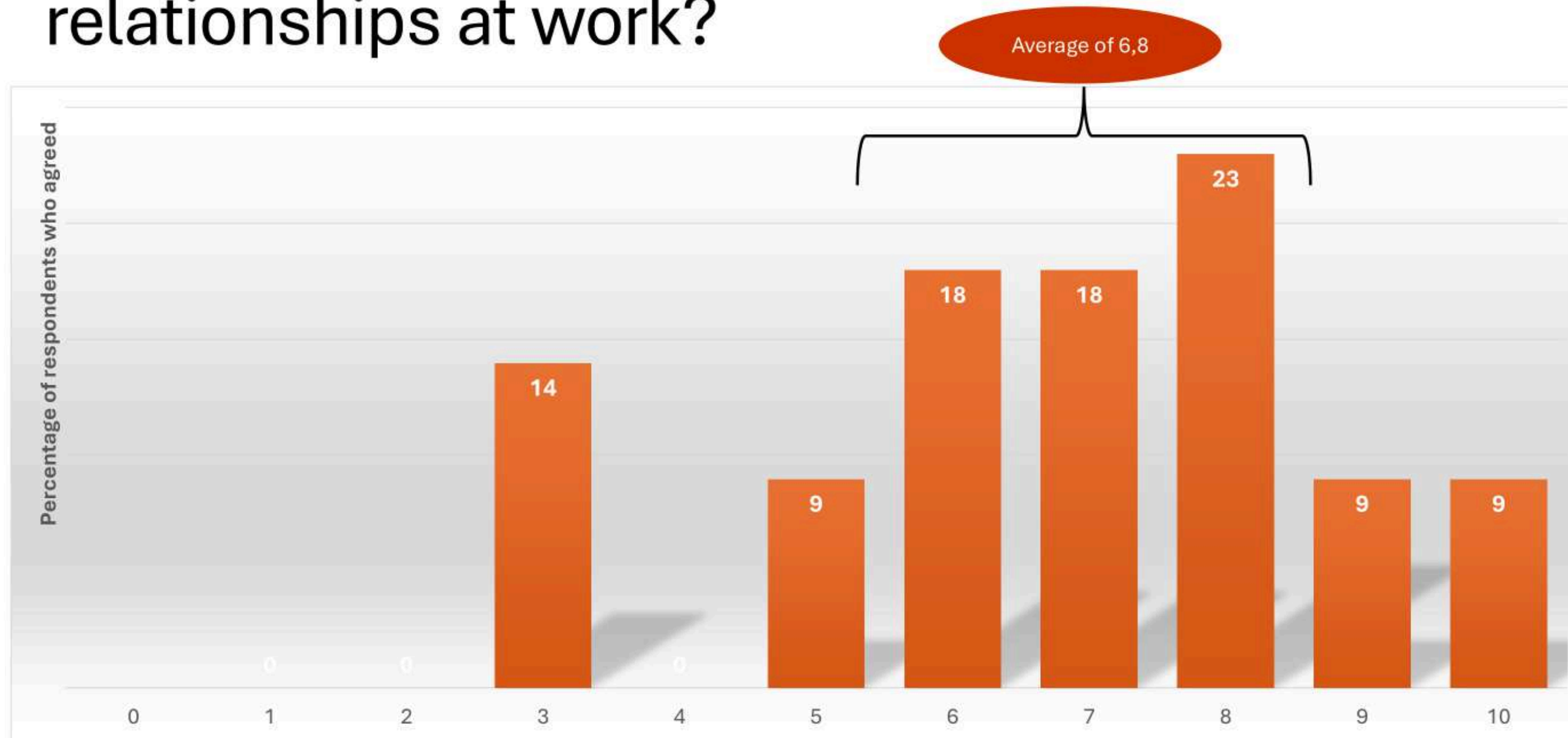
# Stress indicators



# Sources of Stress



# How would you rate the quality of your relationships at work?



# Thoughts, Reflections or Questions

# LUNCH

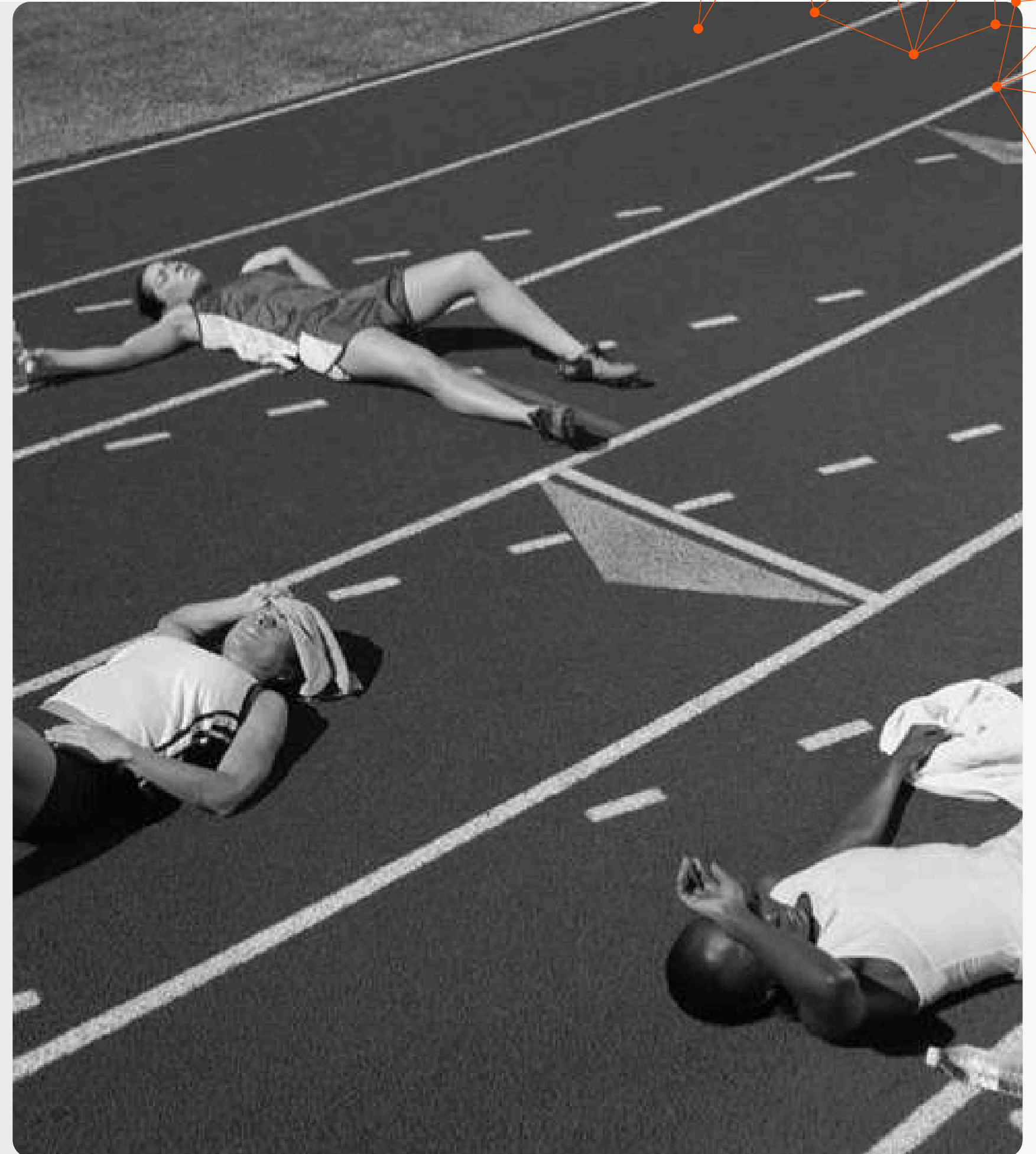
## The Problem

# There must be a better way

- We can get better at managing our stress
- We can build greater resilience
- We need to get better at self-care

BUT ultimately, we need to get to the cause of the problem

- Managing our workload
- What we say yes to and what we say no to
- Building capability so that we can delegate
  - Coaching and Mentoring
  - Understanding
  - Skills
  - Practice



**We are fully resourced, but the management thereof is the problem,  
We are not using our resources optimally.**

# And that is why we need Coaching and Mentoring



# What is Coaching and Mentoring and some Principles

# What is Coaching?

## Practical definition

**“Coaching is unlocking a person’s potential to maximise their own performance. It is helping them to learn rather than teaching them (Whitmore, 1992)**

## Practitioner’s definition (ICF)

**“ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”**

## Academic definition

**“ a Socratic based future focused dialogue between a facilitator (coach) and a participant (coachee/ client), where the facilitator uses open questions, active listening, summarises and reflections which are aimed at stimulating the self-awareness and personal responsibility of the participant” (Passmore & Fillery-Travis, 2011)**



**A coach is someone who  
“helps a person or group of people articulate  
and achieve their goals, through conversation  
with them.”**

**Coaching happens whenever that happens;  
and it happens all the time, not just in  
meetings with people who carry the title of  
‘coach’”**

*Alison Hardingham  
(2004)*

## Caveat: what it is not...

Therapy

Counselling

Mentoring

Consulting

Training

Performance management

## The coach is a facilitator of growth, learning, and performance. Their responsibilities include:

- Creating a Safe Environment
  - Establishing trust and confidentiality.
  - Encouraging open and honest communication.
- Listening Actively
  - Paying close attention to the coachee's words, tone, and body language.
  - Asking powerful, open-ended questions.
- Providing Feedback and Insight
  - Offering constructive feedback.
  - Helping the coachee gain new perspectives.
- Setting Goals and Accountability
  - Assisting in defining clear, achievable goals.
  - Holding the coachee accountable for progress.
- Encouraging Self-Discovery
  - Guiding the coachee to find their own solutions.
  - Promoting reflection and personal insight.

**The coachee is the active participant in their own development. Their responsibilities include:**

### 1. Being Open and Honest

- Sharing thoughts, challenges, and aspirations.
- Being receptive to feedback.

### 2. Taking Responsibility

- Owning their development and actions.
- Following through on commitments.

### 3. Engaging Actively

- Participating fully in sessions.
- Reflecting on discussions and applying insights.

### 4. Setting and Pursuing Goals

- Collaborating with the coach to define goals.
- Working consistently toward achieving them.

### 5. Seeking Growth

- Being curious and willing to learn.
- Embracing change and challenges.



# CLEAR Model

- **C - Contracting:** Agreeing on the focus and outcomes.
- **L - Listening:** Deep, active listening.
- **E - Exploring:** Understanding the issue.
- **A - Action:** Planning steps forward.
- **R - Reflection:** Reviewing and learning.
- **Best for:** Leadership coaching, reflective practice.

# OSCAR Model

- **O - Outcome:** What do you want to achieve?
- **S - Scaling:** Where are you now on a scale?
- **K - Know-how:** What skills/resources do you have?
- **A - Affirm and Action:** What's working and what's next?
- **R - Review:** What's improved?
- **Best for:** Positive psychology coaching, team coaching.

# FUEL Model

- **F - Frame the conversation**
  - **U - Understand the current state**
  - **E - Explore desired state**
  - **L - Lay out a plan**
- **Best for: Corporate coaching, performance reviews.**

# STEPPA Model

- **S - Subject**
- **T - Target**
- **E - Emotion**
- **P - Perception**
- **P - Plan**
- **A - Action**

• **Best for: Executive coaching, emotional awareness.**

# GROW Model

- **G - Goal: What do you want to achieve?**
  - **R - Reality: What is happening now?**
  - **O - Obstacles / Options: What could you do?**
  - **W - Will/Way Forward: What will you do?**
- **Best for: Goal-oriented coaching, performance improvement.**

**These coaching frameworks provide structured approaches to facilitate growth, performance, and reflection in various coaching contexts.**

# Benefits of Coaching

## Improved Performance

Coaching helps individuals enhance their skills, knowledge, and competencies, leading to better work performance and greater productivity.

## Increased Self-Awareness

Coaching enables individuals to gain deeper insights into their strengths, weaknesses, and personal motivations, empowering them to make more informed decisions and drive personal growth.

## Enhanced Goal Achievement

Coaching provides a structured and collaborative approach to setting and achieving specific, measurable, and time-bound goals, leading to greater success and personal fulfillment.

## Stronger Interpersonal Skills

Coaching can help individuals develop better communication, conflict resolution, and teamwork skills, leading to more effective workplace relationships and collaboration.

## Career Advancement

Coaching can support individuals in identifying and pursuing new career opportunities, developing the necessary skills and strategies to advance their professional journey.

## Reduced Stress and Burnout

Coaching can help individuals manage stress, improve work-life balance, and develop effective coping mechanisms, leading to greater overall well-being and job satisfaction.

# What is Mentoring?

*Mentoring is a developmental relationship in which a more experienced or knowledgeable person helps guide a less experienced or less knowledgeable person.*

- ◆ **Focus: Guidance, support, and development.**

## **European Mentoring and Coaching Council (EMCC)**

*Mentoring is a learning relationship that helps individuals develop their potential and achieve personal or professional goals.”*

- ◆ **Focus: Learning, growth, and goal achievement.**

## **Workplace Mentoring**

*“A professional relationship where a senior employee supports the development of a junior employee by sharing knowledge, experience, and advice.”*

- ◆ **Focus: Career development, organizational culture, and skill-building.**

## **Peer Mentoring**

*“A relationship between individuals of similar age or experience level who support each other’s growth and learning.”*

- ◆ **Focus: Mutual support, shared learning, and collaboration.**

# Why Mentoring?

- **Developmental relationship**

*Mentoring involves a more experienced individual guiding and supporting the growth and development of a less experienced person.*

- **Knowledge sharing**

*The mentor shares their knowledge, experience, and expertise to help the mentee learn and develop.*

- **Long-term guidance**

*Mentoring provides ongoing support and guidance over an extended period, focused on the mentee's personal and professional development.*

- **Career advancement**

*Mentoring can help the mentee advance their career by providing valuable insights, connections, and opportunities.*

- **Personal growth**

*Mentoring fosters the mentee's personal growth, self-awareness, and confidence.*

# 5C's Model of Mentoring

- **Clarity** – Define goals and expectations.
- **Context** – Understand the mentee's environment.
- **Confidence** – Build trust and self-belief.
- **Challenge** – Encourage growth and stretch goals.
- **Commitment** – Ensure follow-through and accountability.
- **◆ Best for: General mentoring, especially in education and early career development.**

# 3 A's of Mentoring

- **Availability** – Being accessible and present.
- **Active Listening** – Truly hearing the mentee.
- **Accountability** – Helping the mentee stay on track.
- **◆ Best for: Building strong mentor-mentee relationships.**

# IDST Model

- **Initiate** – Establish the relationship and expectations.
- **Develop** – Build trust and start working on goals.
- **Sustain** – Maintain momentum and deepen learning.
- **Transition** – Reflect and redefine the relationship.
- **◆ Best for: Long-term mentoring programs.**

# One-Minute Mentoring Framework

- **Set up – Define purpose and expectations.**
- **Engage – Have short, focused conversations.**
- **Reflect – Encourage learning and insight.**
- **Act – Support implementation of ideas.**
- **◆ Best for: Busy professionals and informal mentoring.**

# GROW Model (Adapted for Mentoring)

- **Goal** – What does the mentee want to achieve?
- **Reality** – What's their current situation?
- **Options** – What paths are available?
- **Will** – What actions will they take?
- **◆ Best for: Goal-setting and progress tracking in mentoring.**

# Benefits of Mentoring

## Knowledge Sharing

Mentors provide invaluable insights, expertise, and industry knowledge to mentees, helping them gain a deeper understanding of their field and accelerate their learning curve.

## Career Advancement

Mentors can offer guidance, support, and connections that help mentees navigate their career path, identify growth opportunities, and achieve their professional goals.

## Personal Growth

Mentoring relationships foster personal development, build confidence, and provide a safe space for mentees to explore their interests, strengths, and areas for improvement.

## Networking Opportunities

Mentors can introduce mentees to their professional network, opening doors to new connections, collaborations, and potential job opportunities.

## Increased Engagement and Retention

Effective mentoring programs have been shown to improve employee engagement, job satisfaction, and retention, benefiting both the individual and the organization.

# Coaching vs. Mentoring in Organizations

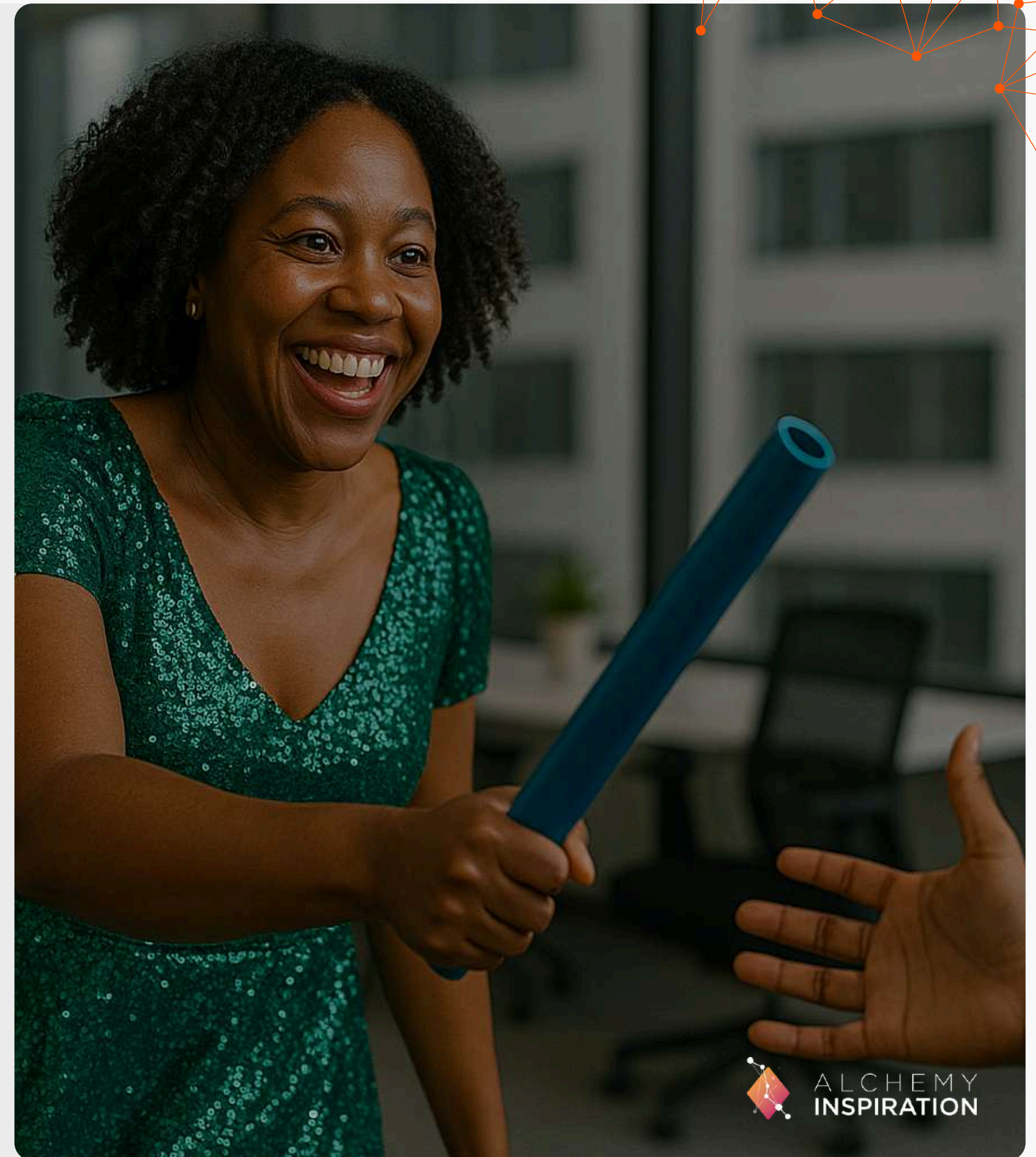
In organizations, coaching and mentoring serve distinct yet complementary purposes. Mentoring is often utilized for specific skill development, where a coach works with an individual to enhance their capabilities and achieve targeted goals. On the other hand, coaching provides broader guidance and support for an individual's long-term career and personal growth, drawing on the experience and expertise of a more seasoned professional.

INDIVIDUAL

# Check-in

Which of these statements best reflect how you feel this morning? Come-on tell us honestly.....

- 5 - I am super excited and really enjoying this programme!
- 4 - I am not sure yet - let's see how it goes.....
- 3 - I have concerns about this programme??
- 2 - To be honest I am not sure if I have the energy for this..
- 1 - Do I really need to be here?





# Introducing the B.A.T.O.N. Framework

Making Lesokoana Coaching and Mentoring Practical

# The LEG

## Lesokoana

### Execution

#### Gameplan

Making Lesokoana Coaching and Mentoring Practical

# BATON Model

**B**egin with intent

**A**lign

**T**rial

**O**wn it

**N**avigate



# Passing the Baton in practice

**CW**

# Where are you currently spending your time?

We would like you to reflect on where you spend your time in the last week.

Please look at your diary or think through your past week and make a note of the following :

1. What hours did you work last week? (each day and across the whole week)
2. Looking at each of the days last week, where did you spend most of your time?
3. Is there anything that you think needs to change in where and how you spend your time?
4. What work did you do or what meetings did you attend that someone else could have been doing or attending?
5. Identify 3-5 things that you can hand-over, delegate or push back on that you are currently spending time on?

# **Now we would like you to spend some time reflecting on your team...**

- 1. Do you and your team keep reasonable working hours?**
- 2. Does your team take regular leave and when they do are they able to have a proper break?**
- 3. How would you rate your team's current workload?**
- 4. Is this consistent for all team members or are some team members carrying a heavier load?**
- 5. When last did you or your team push back on work you were being asked to do  
(either by asking for more time, for work to be reallocated or saying that you did not have the capacity for more work)**
- 6. Who in your team is currently too stretched?**
- 7. Who in your team could be stretched more or needs development opportunities?**
- 8. Do you believe that all of your team are capable?**
- 9. Does your team have the resources and tools needed to do a good job?**
- 10. Do you currently trust your team (or members of your team) to deliver on what they are asked to do?**
- 11. What would you need in place for you to feel comfortable that your team/team members will deliver on any responsibilities delegated?**
- 12. Who in your team do you believe you could pass the 3-5 pieces of work you identified earlier to?**
- 13. What mentoring, coaching, training or capability building will be needed for them to do so?**

**What are the 3-5 things that you can hand-over, delegate or push back on that you are currently spending time on?**

**Who in your team can you pass these identified pieces of work on to?**

**What will they need to be able to step up?**

**What could get in the way?**

# DAY 1 Check-out

# Check-out...

1. What is the most significant thing you have learnt?
2. List 2 things that you can apply immediately?
3. What did you learn that surprised you?
4. What part did you enjoy most?
5. What did you learn about yourself?
6. Throw again or choose a question to answer

**Thank you  
for a great day!**

