[Coaching and Mentoring]

Lecture Title:

14. [Coaching and Mentoring – Group Coaching]

Lecturer: **Paul Gauci**

Date: 27 October 2025 13.00hrs-17.00Hrs

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Learning Objectives

Following this session students will be able:

To develop a comprehensive process with respect to group coaching systems.

To foster meaningful peer-to-peer learning and collaboration within group coaching.

Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.

- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.

Building a Comprehensive Group Coaching System

Defining Group Coaching

- Distinction from one-to-one coaching and training
- Core principles: shared learning, peer dialogue, facilitation
- Benefits: collective insight, accountability, cost-effectiveness

Structural Foundations

- Group size and composition (e.g., cross-functional, peer-level)
- Duration and frequency (e.g., 6–12 sessions, biweekly)
- Delivery mode: in-person, virtual, hybrid

Coaching Objectives & Outcomes

- Align with organizational goals (e.g., leadership, resilience, change readiness)
- Define SMART outcomes for individuals and group
- Use diagnostic tools (e.g., 360 feedback, self-assessments)

Theoretical Frameworks

- GROW, CLEAR, CBC models for group facilitation
- Adult learning theory and reflective practice
- Psychological safety and group dynamics

Process Design

- Intake and contracting (group charter, confidentiality)
- Session flow: check-in, theme exploration, peer coaching, reflection
- Between-session tasks: journaling, action plans, buddy systems

Facilitation Strategies

- Role of the coach: guide, challenger, reflector
- Managing group dynamics and cultural sensitivity
- Techniques: appreciative inquiry, Socratic questioning, storytelling

Measurement & Evaluation

- Tools: pre/post surveys, behavioral indicators, ROI metrics
- Group feedback loops and iterative design
- Linking outcomes to organizational KPIs

Integration & Sustainability

- Embedding coaching into L&D strategy
- Creating coaching communities of practice
- Train-the-trainer and internal facilitator development

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- Fostering meaningful peer-to-peer learning and collaboration within group coaching.

Why Peer Learning Matters in Group Coaching

- Builds trust, empathy, and shared accountability
- Encourages diverse perspectives and contextual intelligence
- Enhances reflective practice and real-time feedback

Foundations for Collaborative Learning

- Establish psychological safety and group norms
- Use coaching contracts and shared intentions
- Introduce models like CLEAR or CBC to guide peer dialogue

Peer Coaching Structures & Techniques

- Rotating triads or dyads for focused dialogue
- Structured tools: GROW model, Wheel of Change, VAK preferences
- Use case studies, role plays, and live problem-solving

Facilitator’s Role in Enabling Collaboration

- Model active listening and inclusive questioning
- Balance challenge with support across diverse voices
- Debrief group dynamics and reinforce learning themes

Sustaining Peer Learning Beyond Sessions

- Encourage buddy systems and peer journaling

- Create communities of practice or coaching circles
- https://www.youtube.com/watch?v=LMfquLXZcgY

- Use digital platforms for asynchronous reflection and sharing

Learning Activity:
Identify 2 Group Coaching Case Studies

- Real-world or fictitious examples
- *What worked, what didn't*
- *Lessons learned*

Formative Assessment

- **How To Structure A Group Coaching Programme**

- https://www.youtube.com/watch?v=hW7506vNP0U

References

Clutterbuck, D. (2014). Everyone Needs a Mentor. CIPD.

Grant, A. M. (2017). The Third Generation of Coaching.
Coaching: An International Journal of Theory, Research and Practice.

Kegan, R., & Lahey, L. L. (2009). Immunity to Change. Harvard Business Press.

Whitmore, J. (2009). Coaching for Performance. Nicholas Brealey.

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