



# OCP MENTORING and COACHING Offer 2022



[www.mentoring-coaching.msf.org](http://www.mentoring-coaching.msf.org)



# INTRODUCTION

**“With a view to becoming an organization that effectively learns, we want to reinforce the production of knowledge, and the dissemination of that knowledge at all levels, for better informed, and thus more timely and relevant, decision-making”**

OCP strategic plan 2020-2023

*Because we believe that learning is an ongoing process and that exchanging with our peers is also a source of professional development, we developed a mentoring and coaching offer. This offer aims at fostering everyone's learning in MSF and is complementary to trainings.*

*In this booklet, you will find all the information you need to learn more about mentoring and coaching and how to benefit from these programs.*

*We hope you enjoy reading it!*

*The Learning & Development team and People Management Unit*

## **L&D offer to support managers' development of management skills and exchange of knowledge:**

### **WAYS OF WORKING TRAINING:**

Learning focuses on both soft and technical skills directly related to team management roles.

**To read more about the WoW training, see the Training catalogue**

### **MENTORING:**

Learning focuses on developing mentees' team management and leadership skills to help them realize their true potential and become the managers and leaders they aspire to be in their current position.

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### **INDIVIDUAL COACHING:**

Learning focuses on enhancing coachees' personal and professional leadership skills to address development needs related to career development or improvement of a specific set of skills.

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### **COACHING SKILLS TRAINING FOR MANAGERS:**

Learning focuses on adding coaching skills to leadership styles and practices of managers.

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### **TEAM COACHING:**

Learning focuses on developing teams to work closer together, to achieve their goals and be more effective.

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Muhammed is a Medical Doctor who just joined MSF as a Medical Activity Manager in the field.

Now that I took this role as manager, I realize I need to develop my skills in people management and leadership...

I should enroll in the next WoW training!



A couple of assignments later...

This new role as PMR is exciting and a bit daunting too! I wish I could talk to someone who understands my challenges, someone I can share my frustrations and bounce ideas with, someone who can guide me through my reflection without judging me...



I should get a mentor!



A few more assignments later...

With time, I realized that when my team faces relationship conflicts, I am struggling to adapt my leadership style. My natural tendency in avoiding conflict takes over. I really need to work on this and improve my leadership skills!



I need a coach!



As his experience with MSF builds up, Muhammed's role evolves as well as his Learning and Development needs.

What are yours?

# THE OCP MENTORING PROGRAM

## WHO IS THE MENTORING PROGRAM FOR?

The program is for first-time and experienced coordinators and deputy coordinators, project team leaders and activity managers **in OPS, MED and PARAMED, LOG and Supply and ADMIN/HR/FIN positions**, regardless of contract status

**You** decide if you want a **Mentor**.

Please contact us for an updated list of eligible positions.

## WHAT DOES MENTORING BRING TO YOU?

Mentoring supports you to:

- **Develop** your knowledge, skills, reflection and self-awareness - in addition to (not instead of) the support you receive from your managers, trainings or coaches.
- **Reinforce** learning on the job ( which is where we learn the most).
- **Explore** your new position and/or MSF with someone who has gone through very similar situations and will be at your side (virtually) to help you find your own answers and solutions.
- **Create** a unique, equal, virtual relationship with a peer who has extensive experience in your position who can help you think, reflect, and analyse your work, as well as to occasionally vent.

## WHO ARE THE MENTORS?

- Mentors are experienced MSFers, who are either still working with MSF in the field or HQ, or are now living different adventures. They want to share their time and experience with other MSFers to help them grow.
- Mentors are true volunteers (yes, they do this for free!).
- Mentors are recruited through a selection and validation process considering experience criteria and multiple perspectives including their department of origin and HR. Before Mentors start their first mentoring relationship they are required to attend a Mentoring Workshop.

## INTERESTED IN BECOMING A MENTOR?

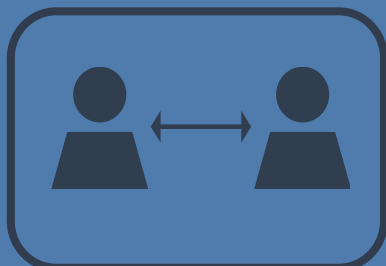
Please contact **Stephanie Michel Nilles**,  
OCP Mentoring and Coaching Referent  
[ocp.mentoring.coaching@newyork.msf.org](mailto:ocp.mentoring.coaching@newyork.msf.org)



# WHAT DOES A MENTORING RELATIONSHIP LOOK LIKE?

The mentoring relationship generally consists of 2 contacts per month, each lasting about 1-1½ hours, conducted online or on the phone. It is recommended that the mentoring relationship continues for 6 - 12 months.

## 3 KEY CONCEPTS

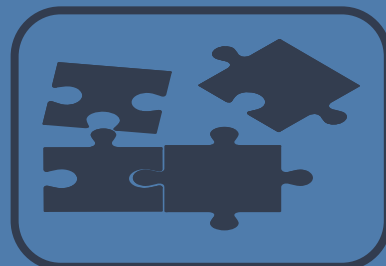
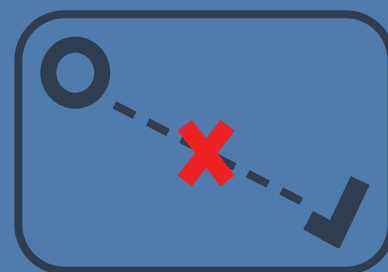


### Confidentiality

Discussions between the Mentor and Mentee are not shared with anyone else. This is an essential way trust is built between them, which leads to better results from the mentoring exercise.

### Non-Interference in Operations

Mentors do not interfere with the operational objectives of the mission and do not share their own perception or opinion of what is happening within the mission. They create a space to encourage reflection complementing other relationships with Mentees' colleagues and managers.



### Mentees find solutions

Mentors do not "fix" issues in their Mentee's project or mission. They help their Mentee to identify and explore their own solutions.

## ABOUT THE MENTORING PROGRAM AT OCP

OCP's mentoring program was launched late 2016. It draws on the experience, tools, workshops, processes, evaluations and support provided by the Mentoring and Coaching Hub (MCHub) in Norway to all OCs, making it a truly MSF-wide initiative.

To help MSF in "becoming an organisation that effectively learns" (OCP strategic plan 2020-2023), OCP is offering mentoring and coaching to support the learning and development of MSF managers. Mentoring helps:

- **Facilitate** the personal and professional development of Mentees,
- **Support** staff in the field to build their capacity for resilience and to improve and strengthen key transversal competencies,
- **Foster** the development of strong and diverse teams,
- **Reinforce** the retention of our experienced staff and their teams,
- **Create** more space for dialogue and sharing of experience, and foster knowledge transfer inside the organisation

**INTERESTED IN HAVING A MENTOR?**  
Please contact **Stephanie Michel Nilles**,  
**OCP Mentoring and Coaching Referent**  
[ocp.mentoring.coaching@newyork.msf.org](mailto:ocp.mentoring.coaching@newyork.msf.org)



# MENTORING Q&A

## How will I be matched with a Mentor?

We will never assign a Mentor to you. In the same way you choose to have a Mentor, you are an active part of the matching process and will be the final person deciding on who will be your mentor and your discussions points.

After your Induction Call we will propose to you one or more Mentors we think could be a good fit in terms of experience and personality.

If you choose one of the Mentors we've recommended, we will put you in touch for a "let's get to know each other" call by phone or online. The objective of your first contact (which ideally is made before you go on mission) is for you both to decide if this feels like a good match or not. And if either of you decide it doesn't feel quite right we will look for another Mentor for you.



## My contract is going to be for 3 months, can I have a Mentor?

Our experience has shown that it takes time to develop a relationship with your mentor. Accordingly, in order to ensure that each Mentoring relationship will be successful, we only offer Mentors to people going on contract for a minimum of 6 months. However we are open to consider needs raised by specific circumstances.



## How do I know that my Mentor will not divulge what I tell him/her to my HoM or the Cell?

The Mutual Agreement you will establish with your Mentor gives you both the confidence that neither of you will talk about the content of your discussions to anyone else.

At the start of your mentoring relationship you will decide together how you want to work together –this is your Mutual Agreement. Using a template which we'll provide you and your Mentor, you'll discuss together a wide range of topics, from duration and frequency of your contacts, to what confidentiality means to you and how you will deal with issues which may arise.

Also, remember that one of the benefits of working with Mentors is that they are not involved with your daily work and are not part of your line management.



## Can my Mentor visit in the field?

Experience has shown that this can be useful in some specific mentoring cases. It happens mainly with MedCos and HoMs – at the request of the Mentee – and with the validation from the Cell. Each decision is made on a case-by-case basis. If this is important to you, let's talk more about it!

## I understand that the purpose of mentoring is to develop transversal skills linked to the position. However, how can I learn more about other technical skills or tools?

Conversations between you and your Mentor are a safe space you will shape together according to your needs. You should be able to get technical support from many other actors around you (whom your Mentor can help identify), but not from your Mentor. Mentors are not trainers and they are careful to ensure that they do not take on anyone's else role (your manager, your technical referent... etc).



## What sort of support will my Mentor or I have during our Mentoring relationship?

OCP's Mentoring Program Manager or Referent is the focal point for any questions Mentors and Mentees would have during their relationship.

As the referent, I will also get in touch with you and your Mentor from time to time, to see how things are going and if you have any questions.

## As a Mentee, do I get evaluated? By whom?

Because you are the one deciding what you want out of your mentoring experience, you will be evaluating whether you have achieved your objectives. Some mentees share their Self-Appraisal with their HR referent or their own manager before starting to work with their Mentor. And they give feedback to the same people at the end of their Mentoring. We believe that it can be very useful for you to do so but this is not at all obligatory. The important thing is for you to do whatever makes you feel comfortable.

## Do Mentors get evaluated? By whom?

Because the relationship between Mentee and Mentor belongs to both of you, the first evaluation is ... between the two of you.

We will provide you with a simple "Mutual Feedback" tool we encourage you to use 2-3 months into your relationship and then again at the end of your mission with a "Mutual Debrief".

Once your mission and the Mentoring relationship is over, both Mentor and Mentee are asked to fill-in an anonymous online questionnaire, with the results to be sent to the Mentoring Program Manager to help improve our support.

## Can I work with both a Coach and a Mentor during my mission?

Yes and No .... No: Through our program, we wouldn't arrange for both a Mentor and an Individual Coach. We would discuss with you what support suits you best and then offer you either one or the other.

Yes: You could be working with a Mentor and at the same time be working with your team and a Team Coach.

## I am a MedCo who would like to improve my negotiation skills during this mission, since it is a new responsibility for me. Can I ask to work with a Mentor who has a HoM profile and experience in negotiation?

In short: Yes!

When you decide you want to have a Mentor we will ask you to complete a short self-appraisal with the 8 main management skills of your position. After the Mentoring team receives it, we will get in touch with you to make sure we really understand your wishes. During this contact (which we call the "Induction Call") we will tell you more about what to expect from working with a Mentor and help you describe your "ideal" mentor's profile.

We will then review our pool of Mentors to identify which profiles and personalities are available to best suit your needs.

## INTERESTED IN HAVING A MENTOR OR BECOMING A MENTOR?

Please contact Stephanie Michel Nilles,  
OCP Mentoring and Coaching Referent  
[ocp.mentoring.coaching@newyork.msf.org](mailto:ocp.mentoring.coaching@newyork.msf.org)





# THE OCP COACHING PROGRAM

## WHAT DOES COACHING BRING TO YOU?

- Better contributions to the team and MSF
- Improved working relationships with others (communication, effectiveness...)
- Greater responsibility and accountability for actions
- Self-reliance
- Empowerment to achieve goals

### MSF offers Individual and Team Coaching:

**Individual Coaching** is a unique opportunity to further develop a specific set of skills, in line with professional development goals (focusing on the person and not directly linked to a specific assignment).

Individual Coaching offers a confidential space where Coachees can explore their values and perspectives, with the aim of reaching alignment and balance in their professional activity. It is a very personal, sometimes introspective, process.

*For example, you want to improve your communication style, change your role and responsibilities, work with negative feedback or conflict in the team in a constructive way.*



**Individual Coaching** is open to all staff (Level 9 and higher) working in OCP's Projects, Coordination Teams and Cells.

A Coaching Package is usually 8-10 sessions (45-60 minutes each) conducted virtually over a period of 3-9 months.



**Team Coaching** will further develop your team to be more effective and work closer together to achieve their overall goals. Team Coaching supports field and HQ teams to overcome changes or identify more efficient and effective ways of working.

The team can be one that is already established, newly created with the intention of long-term development, or a short-term project team. All members of the team share a common goal and through Team Coaching, they can create innovative and ambitious action plans to achieve their desired outcomes.

*For example, your team is seeking to work on its communication, to break down silos between departments or teams, to clarify roles, responsibilities and decision-making structure, or to address existing challenges within the team culture or dynamics.*

**Team Coaching** is offered to teams working in OCP's Projects, Coordination Teams and Cells. Usually, Team Coaches conduct 2 Face-to-Face or virtual sessions (2 days per session) with the team over a period of 3-4 months.



## WHO ARE THE COACHES?

Coaches provide a confidential space to help you or your team develop professionally. All coaches have extensive MSF experience and have completed an International Coaching Federation accredited Coaching education before joining our intersectional pool of coaches.

# ABOUT THE COACHING PROGRAM AT OCP

To meet the growing demand for professional development in MSF, the Mentoring & Coaching Hub (in Norway) has established a pool of internal and external coaches. The Mentoring & Coaching Hub ensures quality, supervision and evaluation of the program.

OCP's Individual Coaching program was launched at end of 2018, starting first as a pilot with HoMs and MedCos and extending the Individual Coaching offer to all managers (levels 9-15) in the field in April 2019.

The objectives of the Coaching program are:

**“Supporting MSF staff by enhancing their personal and professional leadership skills through coaching”**

Please send **Individual and Team Coaching requests** to  
OCP's Coaching Referent:  
Stephanie Michel-Nilles **[ocp.mentoring.coaching@newyork.msf.org](mailto:ocp.mentoring.coaching@newyork.msf.org)**

If you are working in OCP's HQs and are interested in being coached,  
please contact your Domestic HR department.

For MSF-France, please contact Stephanie Courant at [stephanie.courant@paris.msf.org](mailto:stephanie.courant@paris.msf.org)

You can learn more about MSF's coaching programs at **[www.mentoring-coaching.msf.org](http://www.mentoring-coaching.msf.org)**





# How to organize Team Coaching for my team in the field?

Interested in taking your team on a Team Coaching journey?

# 1

Get your team members “on board” – Team Coaching will work only if everyone in the team agrees to participate!

In line with the coaching approach, the choice of a Team to request a team coaching is fundamental. The cell's approval is not required for team coaching requests coming from coordination or projects teams, however the cell must be informed of the request.

# 2

Contact OCP's Coaching Referent, at **ocp.mentoring.coaching@newyork.msf.org** to request your Team Coaching and start the process.

# 3

Meet with OCP's Coaching Referent and the Coaching Hub's Team to discuss about your Team Coaching.

# 4

The Coached Team suggests a team coaching proposal based on the team's needs. This proposal is shared with the Coaching Referent, the Cell and the Coached Team.



Once the Coaches are identified and confirmed...

## What's Next?

# 5

Before any expenditure, all costs related to the Team Coaching (Coaches' fees, flights, visas, accommodation and meals, medical and repatriation insurance, vaccination etc) must be submitted for budget approval to OCP's Coaching referent. A limited number of Team Coaching packages is included in OCP's Operations budget.

# 6

Once the budget is approved (by OCP's Coaching referent), OCP's Coordinator for Operations L&D signs off on the contract with an external Coach (when needed), as the Coaches are mandated by OCP, who is operationally responsible for them.



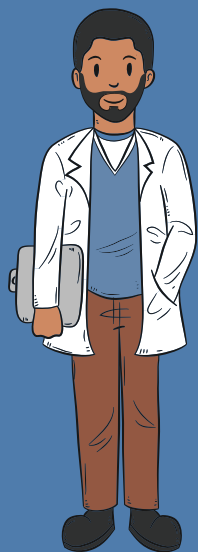
# 7

The Team Coaching is implemented.

# 8

All Team Coaching related costs that have been pre-approved are invoiced according to OCP's Operations Budget for Team Coaching. Any extra costs will be absorbed by the budget of the mission or cell.

# COACHING SKILLS TRAINING FOR MANAGERS



*"I'd like to add skills to my management approach so I can learn more from my colleagues and their experiences to make better informed decisions..."*

*"I'll attend a Coaching Skills Training for Managers!"*

## WHAT DOES COACHING SKILLS TRAINING BRING?

There is a growing discussion in the MSF movement to change the historically 'hierarchical' management and leadership culture towards a 'development of staff' culture. Training managers and leaders in MSF in Coaching Skills will contribute to this change in the overall management and leadership culture in MSF.

In collaboration with the Mentoring and Coaching Hub of MSF Norway, we offer a Coaching Skills Training for Managers who wish to develop their team management and leadership skills.

### At the end of the training you should be able to:

- Understand what coaching skills are
- Practice coaching skills confidently
- Assess which coaching skills can be applied appropriately to a range of situations
- Be confident in starting to use Coaching Skills in your current role

## WHAT DOES THE WORKSHOP ENTAIL?

The training will be conducted in a workshop-style setting with participants practicing their skills firsthand. There will be interactive exercises as well as exercises using management theory and self-reflection activities, to expose participants to different methods of management and leadership styles. We will explain the coaching skills that are most useful for managers and leaders and the participants will practice those by coaching each other on real topics.

### The training focuses on the following coaching skills :

- Listening actively
- Asking powerful questions
- Following one's curiosity and intuition
- Articulating what's going on and reframing
- Using embodiment, metaphor and geography
- Acknowledging and championing your team
- Requesting and challenging
- Taking action and being accountable

## HOW DOES IT WORK?

The training is conducted virtually by MSF internal coaches and consists of 5 modules (2 to 3 hours each) blending facilitated live sessions, online group practice and self-learning activities.

**INTERESTED IN ATTENDING OR ORGANISING A COACHING SKILLS TRAINING FOR MANAGERS IN YOUR PROJECT OR COORDINATION?**

**Please contact Stephanie Michel Nilles,  
OCP Mentoring and Coaching  
Referent:**

[ocp.mentoring.coaching@newyork.msf.org](mailto:ocp.mentoring.coaching@newyork.msf.org)



# ADDITIONAL RESOURCES

*“So what are your development needs?”*



*“Are you interested in Mentoring or Coaching or not sure about which solution would match your development needs?”*

Please take the online introduction short course:

**[https://mentoring-coaching.msf.org/  
introduction-mentoring-coaching/#/](https://mentoring-coaching.msf.org/introduction-mentoring-coaching/#/)**

And for more information and videos, please check the  
Mentoring & Coaching Hub's website:

**<https://mentoring-coaching.msf.org/en/>**