

Angel's Guidelines

Youth Trainers Academy

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1 Welcome

If you are reading this document, it's because you are wondering about, being asked to, seriously considering or even already decided to support the development of an YTA Graduate. Thank you!

The main purpose of this document is to provide guidelines to get an overview, help you design, plan and execute your interactions with your Protégé during the angeling period. Any input and feedback you may have to improve this document will be welcome.

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3 About the Angel Program

Integration into a community is a complex and long term process. It implies recruitment, personal development, personal and group motivation, and peer support. One of the parts of the integration process is adaptation of the fresh people in the community and assuring they like being part of it and stay as long as possible. Angel system is one answer to this challenge.

3.1 The goals of angel system

"It's not easy after only one week to be able to face all the different aspects related to real life training: difficult participants, difficult OCs, difficult topics or short time. Being able to confront ideas with someone that has far more experience can make things much easier and also ensures in a way that the quality of the training sessions are high. So to me at least an Angel Program is essential to keep new trainers not just motivated but also willing and able to keep improving." Laura Bovolenta (YTA 2011 aka Charlie)

The Angel program has been developed as a **personalised trainer development support system for YTA Graduates**. When applying to YTA, applicants, the future Protégés, are asked to find out, or will be appointed, an Angel, an experienced trainer, who will be responsible of helping him develop his own know-how. The process can start as soon as participation to the program is confirmed.

3.2 What is an Angel?



An YTA Angel is a **skilled and experienced trainer who supervise and facilitate the learning and development of a more junior** or less experienced **trainer**, the Protégé, while both having Fun in the process.

Angel-Protégé relationships is mainly focused on the Trainer's development field where the more senior Trainer takes on the role of being a mentor, trusted adviser, coach, resource provider and/or guide to a junior colleagues.

It is expected of Angels to play a significant role in the protégé's training career development by providing motivation, information, feedback, contacts, advices, supports, challenges, guidance and/or access to networks and organisational knowledge (both formal and informal).

3.3 How is this accomplished?

There are probably as many styles as there are personalities, and no one can be everything to one person. Throughout his trainer's career, each Protégé will benefits from contact with several Role Models, you just appear to be among the first one. The challenge and fun of Angeling is developing your own personal style for sharing the special strengths and skills you have to offer.

3.4 How long does an Angel commit?

As Angel, you are supposed to be available for your Protégé on their first year of activity.

The frequency of the meetings depends on how easily it is for you to meet live or virtually on a regular basis throughout that year. Being aware of the pitfalls linked to such communication, we suggest you to meet your Protégé once a month or every two months.

3.5 Benefits of Angeling

Angeling can benefit the Protégé, the Angel and the organisation within which they work.

Benefits to Protégé may include:

- Developing new skills
- Identifying areas for professional growth
- More strategic career planning
- Gaining or increasing knowledge of organisational culture, structure and processes
- Access to new networks and contacts
- Finding new ways to approach old problems
- Increased confidence in abilities
- Increased job satisfaction
- Enhanced career opportunities

Benefits to Angels may include:

- Developing skills in mentoring, coaching, modelling, and listening
- Enhanced self-esteem through recognition of professional abilities
- Increasing organisational knowledge, especially from the viewpoint of the protégé
- Developing and demonstrating knowledge management skills
- Enhancing leadership skills
- Gaining a sense of satisfaction in assisting a more junior trainer to develop
- Increased job satisfaction
- Enhancing interpersonal skills

The benefits to the organisation in which angeling relationships are encouraged and supported include:

- Retention and development of talented trainers
- Cost effective way of developing trainers' skills
- Development of effective trainers with good organisational knowledge
- Development of trainers having inter and extra organisation knowledge
- Increased productivity from younger trainers who feel motivated and supported
- Enhanced relations amongst trainers

4 How to Angel?

As Angel, you are, by the nature of your role, in a position of trust, acting authority and influence. You can have a significant impact upon Protégé's progress, professional practice and behaviour. Effective angeling relies on positive relationships that are developed in a professional manner.

4.1 Getting Started

To get started as an Angel:

- Introduce yourself and get to know your Protégé. Mention personal, career, and training related interests;
- Explore interests with Protégé by asking questions, promoting discussion, and providing resources;
- Facilitate contact between Protégé and people with shared interests or resources;
- Encourage active participation during YTA event. Angel-Protégé relationships benefit from regular contacts before and after the event!
- Remember that developing meaningful relationships takes time. Give yourself and your protégé ample room to get to know each other.



4.2 Staying Active

All Angels are volunteers, and we know that this process takes a lot of efforts. The following are some guidelines when considering whether you have the time and the willingness to be an Angel.

- Ensure that your protégé has as defined as possible expectations/goals for YTA;
- Ensure that the Protégé has a YTA Trainer's contract;
- Communicate with the YTA Trainer coaching your protégé after the event;
- Respond to your protégé e-mail maximum 3 days after them sending questions to you;
- Poke your protégé by e-mail at least once a month;
- Provide feedback to training program or sessions they will or did deliver;
- Organise and schedule a 2 hours meeting with your protégé at least once every 2 months (live or virtual);

Being an Angel is key to your Protégé's development. It might be difficult for the Protégé to open up from the start of this process, so also in the beginning, patience, encouragement and an open and positive attitude will help creating a strong connection.

No matter what you do, be aware of the time commitment and the importance of continuity. Protégé must be confident that his Angel is reliable and will meet them regularly. If this minimum condition cannot be met, their motivation and self-esteem may suffer.

4.3 Supervision Process

4.3.1 Prepare the Angel

That is the purpose of this document. In the future an Angel training should include the following key points. Angeling is:

- coaching using goal setting strategies;
- a partnership to provide guidance and positive perspectives;
- a relationship built on trust which requires a high level duty of care;
- effected over a sustained period of time.

4.3.2 Prepare the Protégé

The aims of the program, benefits to them, their responsibilities and the role of the angel should be clearly explained. As Angel you should address following topics:

- Roles definition and commitments
- How often to meet?
- Communication of Training opportunities
- Documentation system (if applicable)

4.3.3 Plan the program

A formal meeting needs to be set up between Angel and Protégé to establish:

- aims and objectives of the angeling program;
- anticipated outcomes;
- periodicity and resources to be allocated to the program ;
- communication channels to use;
- evaluation.

4.3.4 Commence the program

Establishing the aims of the program and the ground rules can provide a focus for the first formal meeting and help building up/strengthening the relationship.

It's suggested to meet your protégé at least once before the event's starts and communicate about preparation work.

During the angeling period, feel free to use your experience, intuition and skills to interact in a manner that will be beneficial to your Protégé.

4.3.5 Monitor and evaluate

Monitoring provides information on progress of the program and can be useful to resolve issues before they develop.

Evaluation provides information that can be used to make the program more effective and confirms the value of the program and the effectiveness of the structures in place.

Here is the list of elements to keep track of:

- YTA preparation work completion
- YTA Trainer's Contract
- Number of hours delivered (Topics)
- Number of books read
- Number and type of event attended (which NGOs, responsibilities)
- Documentation and Reporting habits

4.3.6 Feedback and support

Discussion, feedback and support from angels and protégés are critical to identify and resolve possible problems early either related to their specific relationship or towards the entire Angel Program.

4.3.7 Celebrate success

The celebration of milestones is essential. Find a creative way to commemorate your Protégé's achievements.

5 Angel's meetings

It might be interesting to set some milestones for Angels to meet, share their best practices and experiences with their Protégés.

One meeting can be held in March and another one in September.



6 Angel System evaluation

Evaluation is very important process, even for us.

At the end of the mentoring, it would be great to have a mail from you answering these 3 questions:

1. Why should we keep a system in which an experienced trainer follows up an YTA graduate after the event?
2. What should the Angel Program contain?
3. What elements are needed to better support Angels?
4. How could we make it work for a 1 year time span?

7 Some Tools

Here are some tools used by Angels and collected to provide some starting point in your journey.

7.1 Johari window

The Johari window is a model that can be used for self-awareness, personal development, group development and understanding relationship.

Here is a link that present the tools: [Johari Window explained](#).

You can also suggest your protégé ti use this online [interactive Johari Window](#).

7.2 4 Fs

Debriefing is the process of reflecting upon the outcome of an activity, one or more meeting(s), sessions, discussions or documents in which this process of reflection takes place.

The objectives of debriefing should, in most situations, be specified before the start of the debriefing. In some development or exploration situations emergent approach is possible.

The 4F debriefing method stands for Facts, Feelings, Findings, future.

7.2.1 Facts

The main point of this part is to make participants detail what happened during the exercise in factual term, perceived by senses.

Why?

- To direct attention to major points during the event and have participants describe how they responded
- Objective description on what happened (who, what, when, where, how)
- Reconstructing the exercise
- Showing the facts front different viewpoints (not everybody sees the same things)

7.2.2 Feelings

The main objective of this step is to make participants share the feeling they went through during the activity. It's important to help them name these feelings or thoughts out loud as they may influence the learning. It's not an easy task so the use of imagery or accepting blurred description also works though an effort to verbalise should be requested.

Why?

- Focus on several key parts of the activity to activate participants' feelings
- The subjective experience of participants: feelings, perceptions and thoughts on what happened
- Blowing off some steam...

7.2.3 Findings

At this stage the aim is to take distance from the experience and draw out learning points from it. The focus is on the discovery and potential connections.

Why?

- Analysing experience
- Why the things happened the way they happened?
- linking the experience to theories and making conclusions
- What are the learning points?
- Have participants suggest other possible perspectives or changes that might have led to different outcomes and see if they can explain their reasoning for how things would turn out differently

7.2.4 Future

The related questions will help participants project themselves in the future equipped with a new and tested set of skills and aptitudes.

Why?

- How are the conclusions useful in real life or in the next similar experience?
- How can we develop?
- What is the next step for us?

7.3 ROSA

ROSA is a coaching tool about going through each letter of the ROSA during a session or an informal conversation with your client, without expanding on any of them.

The starting point is helping the other person to identify the **Reality** (What's up?) of their situation and understand what the problem or challenge is. Then, to speak about the **Objectives** (What do you want?) and note what the person wants and aspires to. After thinking about the goals, it's all about encouraging the other to find **Solutions** (How can you get there?). And finally, because the Coach believes that results come from **Actions**, it's about agreeing on a piece of homework that is in line with the best solution found (Out of all these ideas, what you can do next week?).

ROSA can be used in more informal coaching with friends and acquaintances and in more situational coaching that is fast and focused on action, where the client already knows what he wants want.

Examples of Questions: Reality

- How can I help you?
- How happy / satisfied are you?
- How do you feel about that?
- What is the path you've followed so far?
- What works best in your life at the moment? What can and should be improved?

The fundamental Reality question is: **WHAT'S UP?**

Examples of Questions: Objectives

- Where will you be in a year?
- What is your biggest dream?
- Where would you like to go?
- What is your most amazing vision of this situation?
- Can you see your goal? Describe in detail what it looks like.

The fundamental Objectives question is: **WHAT DO YOU WANT?**

Examples of Questions: Solutions

- What are you doing right now to solve this situation?
- What do you think is the best way to reach the objectives?
- Do you know someone who can help?
- Let us list a series of possible steps.
- Can you give me 10 solutions? And 10 more?

The fundamental Solutions question is: **GREAT! AND WHAT ELSE?**

Examples of Questions: Actions

- What will you do this week?
- What is one thing you could do without much difficulty?
- Which of these solutions can you start with today?
- What is your next small step?

The fundamental Action question is: **WHAT ARE YOU GOING TO DO? WITH WHOM? WHEN?**

8 Further Readings

8.1 References

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- Smiljana Dragicevic, Mentoring Training
 - Katarina Veselko, Herve Tunga, Exercise Management Training, YTA 2011 Ljubljana
 - Marta Ferreira, Daniel S. Nogueira, International Coaching Certification Manual

8.2 Web materials

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- [Guideline for Mentoring and Supporting Students](#)
 - [Sample Mentor Guidelines](#)
 - [Mentoring Guidelines](#)
 - [Models of Debriefing](#)
 - [Johari Window](#)

8.3 Books

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- Karen, Henry Kimsey-House, Co-Active Coaching
 - Mel Silberman, The Handbook of Experiential Learning
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