

Pathways
programme



Deliberate practice

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Does practice make
perfect?

Learning outcomes



- To know what deliberate practice is and what it isn't
- To be able to explain why deliberate practice is a valuable tool for coaching leaders
- Explain how deliberate practice is used within the Pathways programme

EDI

October - February | March - April | May - June

360 diagnostics 03/10/2022 – 24/10/2022	Workshop 1 – Critiquing evidence 30/01/2023 – 10/02/2023 *	360 diagnostics 01/05/2023 – 28/05/2023
Residential 1 24/10/2022 – 25/10/2022	Deliberate practice 13/03/2023 – 31/03/2023	Workshop 2 – approaches to decision making 08/05/2023 – 26/05/2023*
Core module – Public narrative 07/11/2022 – 25/11/2022	Optional modules 06/03/2023 – 24/03/2023	Optional modules 29/05/2023 – 16/06/2023
Leadership coaching session 1 07/11/2022 – 02/12/2022	Residential 2 21/03/2023 – 22/03/2023	Leadership coaching session 4 05/06/2023 – 30/06/2023
Deliberate practice 28/11/2022 – 23/12/2022	Leadership coaching session 7 27/03/2023 – 21/04/2023	Deliberate practice 19/06/2023 – 07/07/2023
Core module - Research and best practice 1: Evidence journey 09/01/2023 – 27/01/2023	Core module – EDI LGBTQ+ 27/03/2023 – 31/03/2023	Workshop 3 Week commencing - 10/07/2023*
Leadership coaching session 2 16/01/2023 – 10/02/2023	Core module – approaches to decision making 17/04/2023 – 05/05/2023	

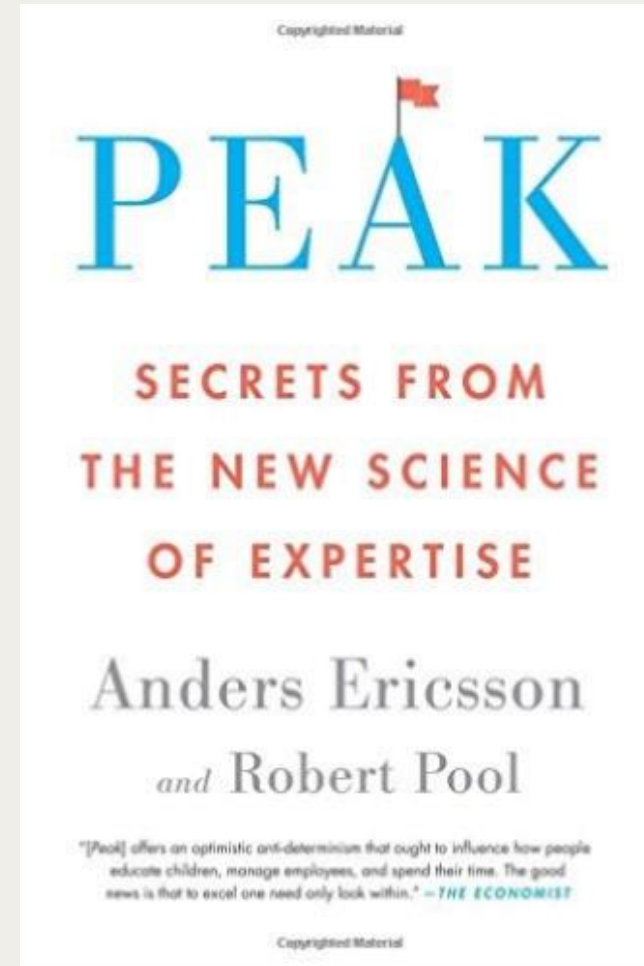
Public narrative

Bespoke

Programme overview

* You are only expected to attend the one workshop on the date and time you are allocated

Anders Ericsson





A definition



Not all practice makes perfect. You need a particular kind of practice—deliberate practice—to develop expertise. When most people practice, they focus on the things they already know how to do. Deliberate practice is different. It entails considerable, specific, and sustained efforts to do something you can't do well—or even at all. Research across domains shows that it is only by working at what you can't do that you turn into the expert you want to become.

Harvard Business Review. (2014). *The Making of an Expert*. [online]
Available at: <https://hbr.org/2007/07/the-making-of-an-expert>



The five principles of deliberate practice



Push
beyond
one's
comfort zone



Work toward
well-defined
specific
goals



Focus
intently on
practice
activities



Receive and
respond to
high-quality
feedback



Develop a
mental
model of
expertise

Deliberate practice: what it is and what it isn't

What it is

Breaking a skill down into component pieces

Isolating and practising one aspect of the skill until fluency and confidence are achieved

Having clear and SMART success criteria

Receiving feedback

Repeating and practising again or multiple times using that feedback

What it isn't

Role play

Having a general discussion






Practising without a clear goal or practising once

Trying to practice too many skills at the same time

Practising and/or repetition of an action independently without feedback






Talking about what you might do (in third person)

Deliberate practice: challenges and how to overcome them

Reluctance, or awkwardness	Lack of focus or clear goal	Lack of repetition	Drifting from 'doing' to 'discussing'	The person practising is not 'themselves'
				
Explain the benefits and the 'why'. Model it yourself first.	Support with isolating a specific area of focus. Agree on what success looks like.	Ensure there are opportunities to practice again based on feedback to improve fluency.	Keep in the 'first person'. Deliberate practice is an opportunity to 'do'.	The person practising is not 'in role'. They are themselves.



Deliberate practice: benefits

Breaking the complex or challenging into stages	Opportunity to make mistakes in a low-risk environment	Can be pitched at the appropriate level for that person	Opportunity for feedback and to act on that feedback	Move to automaticity fluency and increase confidence
				
Can see incremental gains. Less chance of feeling overwhelmed.	Not flying the plane with the passengers in it. Can try things out and experiment, move out of comfort zone.	Linked to that individual's current level of expertise and can increase in complexity.	Clear success criteria allows for focused feedback in supportive and safe environment.	Opportunity to improve, develop and enhance existing practice and ways of working.

Use of DP in social work

Deliberate ethical practice includes several components: Take a hard look at challenging ethical circumstances in your particular area of social work practice. Identify the conflicting duties and obligations. Learn how to engage in meaningful dialogue with clients about ethical dilemmas that involve them.

Reamer, F. *The Cultivation of Ethics of Expertise: The Impact of Deliberate Practice* (2012)

“continuous and refined practice includes encouraging students to ... cultivate skills that they might otherwise shy away from. Moving beyond one’s comfort zone is an essential ingredient to this aspect of deliberate practice within the context of [social work] field education.”

Dill, K. *Deliberate Practice: A Framework for Enhancing Competent in Field Education* (2019)

The screenshot shows a web browser window with the URL sentio.org. The page content includes a navigation bar with various icons and a main heading: "WELCOME TO SENTIO UNIVERSITY" followed by "Deliberate Practice for enhanced skill acquisition". Below this, a paragraph states: "Our Deliberate Practice training tools are designed to improve student competence and confidence by providing 'state-dependent learning', meaning that students practice in similar conditions under which they work with real clients." A link "What is Deliberate Practice? >" is visible. On the right side, there is a video player with a play button and a thumbnail showing two men. The video title is "The Essentials of Deliberate Practice (APA ...)" and the American Psychological Association logo is displayed below it. The Windows taskbar at the bottom shows the search bar and several application icons.



Reflection time



What are your thoughts about deliberate practice?

How can it support your work as a coach?

Do you have any questions?

Example 1 – area of focus

On day 2 you will have the opportunity to experience taking part in some deliberate practice centred around the ‘Five part assertion model: a push style’. The framework was originally created by Sheppard Moscow LLP. The model introduces some sentence starters that can be used to structure challenging conversations. The model is explained below:

Sentence starter	Less assertive alternatives	Explanation
What I like...	What's working really well	Use this to make a balanced request of what's working and what's not working about the current situation
What I don't like...	What's working less well	
What I want...	What I'd like	Use this to make a clear assertive request of the other person
If you do... (incentive)		Use this to articulate the incentives/pressures for the other person to agree/conform to your request
If you don't...(pressure)		

It doesn't have to be delivered as a continuous script. The component parts, once prepared, can be incorporated into a two-way conversation, inviting responses from the other person to each component part.

Example 1 – the scenario

One of your team members (Ailsa) has recently missed two deadlines for completing their assessments. After the first missed deadline they apologised and said that it was just an error, but it has happened again. You want to address this as soon as possible and ask them to meet with you.

Team member –
Ailsa (in role)

Leader – Alex W
(as herself)

Feedbacker – Alex
S (as herself)





What does it look like?

[Deliberate practice in action using the 5 part assertion model.mp4 \(sharepoint.com\)](#)



Example 2

Deliberate practice is used within leadership training and development more broadly.

PRO is an organisation that provides coaching through the use of deliberate practice.

practiceroomonline.com/what-is-pro

WHAT IS PRO? HOW PRO WORKS PRO IN ACTION RESOURCES ABOUT US CONTACT US BOOK A DEMO

Life's not a rehearsal

Luckily this is.

Some conversations are too important to have just once. That's why PRO provides a safe environment for your team to make sure that when the time comes for the real thing, they perform better as a result of practice.

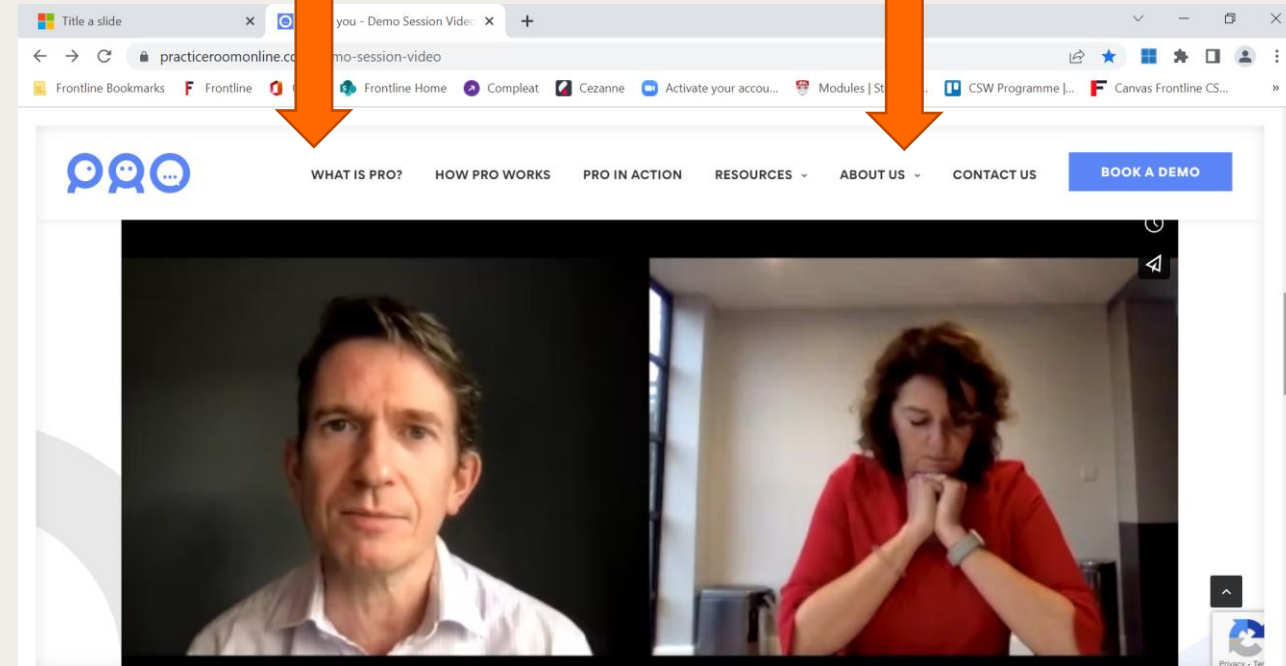


Example 2 - context

Abi is the practice coach, Chris is a manager. In this video you will witness how the combination of practice and feedback transforms a clumsy well-being conversation into a productive conversation.

Manager
Chris – as
himself

Practice coach- Abi.
Dual role as
employee and
practice coach and
feedbacker





Example 2

<https://practiceroomonline.com/demo-session-video>



Reflection time



What are your thoughts about these examples?

How can it support your work as a coach?

Do you have any questions?



Break



How might it be structured?

Deliberate practice: Preparing to practise



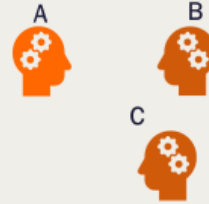
Success Criteria:

- ...
- ...
- ...
- ...
- ...



Plan for your practice (X minutes)

Setting up deliberate practice



Allocate roles and set up

- A Leader (L)
- B Social worker (SW)
- C Feedbacker (FB)



Practise, get feedback, practise again

- 3 min:** L practices/FB makes notes
- 1 min:** FB gives feedback to L
- "It was effective when..."
- "Next time you could..."
- 3 min:** L practices again based on feedback



Rotate roles & repeat

Use the same timings for each person

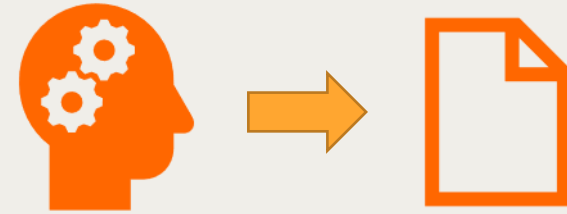
Deliberate practice: Preparing to practise

Explaining 'What is deliberate practice?'



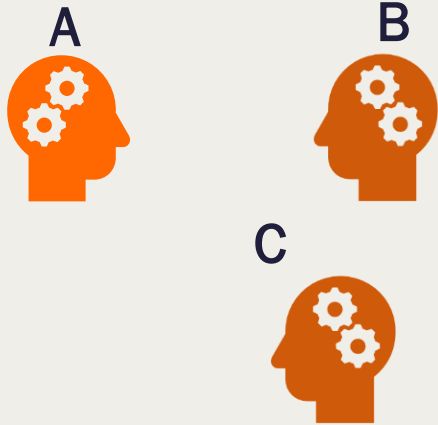
Success Criteria:

- Clear, concise explanation for how deliberate practice works
- Sharing what it's not
- Accessible, permission seeking language
- Power sharing, include regular checks and space for questions



Plan for your practice (5 minutes)

Setting up deliberate practice



Allocate roles and set up

- A** Coach (C)
- B** Leader (L)
- C** Feedbacker (FB)




Practise, get feedback, practise again

- 3 min:** C practices/FB makes notes
- 1 min:** FB gives feedback to C
- "It was effective when..."**
- "Next time you could..."**
- 3 min:** C practices again based on feedback



Rotate roles & repeat

- Use the same timings for each person



Preparing for your first deliberate practice session:

Public narrative

What is it?

Leadership practice using personal values to galvanise others into action through storytelling.

When to use it?

Can be used to bring about change and to galvanise people around you to take action on any change or improvement that is needed

How to structure it

The story of self (sharing your values)

The story of us (connecting your values with others)

The story of now (need to create a sense of urgency for change, along with the hope that change is possible)

Preparing for your first deliberate practice session:

Public narrative

What will leaders know and bring with them to your session?

Leaders will have completed a self-directed module on public narrative which will mean that they come to your coaching session having prepared their own public narrative. The outcomes for this self-directed module are:

- To have an understanding of the elements of public narrative and how it can be used in a variety of contexts
- To apply the public narrative principles to your own story and context and learn about others' stories and contexts
- To write your own public narrative and prepare to practice with colleagues in your group session

What is the purpose of your session: By the end of the session leaders will have

- Deliberately practiced their prepared public narrative
- Received feedback from their coach and peers and had the opportunity to re-practice based on that feedback
- To develop confidence and the ability to apply public narrative in their work as a leader



Preparing for your first deliberate practice session:

Public narrative

Dates and times

Running between
28/11/22 – 23/12/22

1.5 hour session

How might you structure it?

7 mins – warm the context, share outcomes – why they are doing it, what they will get out of it and how they will do it

75 mins – 15 mins per leader to include 2x practice with feedback after each round

7 mins – reflection and next steps


Potential snags

Not sticking to timings

Coming without a public narrative prepared

Not wanting to ‘do it’

Telling a story without a clear link to the motivation /call to action



Preparing for your first deliberate practice session:

Public narrative

Support for you

- General principles of deliberate practice document
- Guidance for public narrative session to include: outcomes, suggested structure and success criteria



Reflection time



Plus – what do you think the benefits of deliberate practice may be?

Minus – any reservations or concerns?

Interesting – any other thoughts, comments, questions or reflections?