Coaching: An Evolution in Leadership and Customer Practices

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Jeannie Chaffin, CCAP
Senior Advisor for the National Community Action Partnership and
President, Jeannie Chaffin, LLC

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P A R T N E R S H I P
AMERICA'S POVERTY FIGHTING NETWORK

Growth

- How do we accelerate growth for our staff, our colleagues, our customers?
- What conditions are needed to advance growth?
- Are we fostering a growth mindset?

Change…

- Is inevitable
- Can be positive, negative, or neutral
- Can be disruptive
- Can create opportunity and spur innovation
- Is necessary
- Can have positive or negative outcomes

Changes in...

- what we personally value and care about
- family situations
- work environments
- and so much more...

Changes at the Agency

Migration to a new agency database

High staff turn over

Change in service delivery model

Launching a new program

Implementing a Whole Family Approach

Moving to a centralized intake process

Agency restructure

Loss of a funding stream

New leadership

Changes for Customers

Desire to secure a job with a wage that can support the family

Family members in need of behavioral health and long wait lists

Child care is not available in the area

Need to provide care to an aging parent

Starting a full-time 6-month training program to secure certification

Landlord raised the rent again

Grounding Exercise Part 1

Consider the following scenario. Write down your reflections on a piece of paper:

Think about a time when you received coaching that helped you to learn a new skill, improve an existing skill, or solve a problem you were facing.

What mindset or personal point of view might the person coaching you have brought to the conversation?

What was your relationship with that person like?

Now think about the staff and or the customers you work with.

Grounding Exercise Part 2

- **Do you view the staff/customer you work with as capable of improving?**
- **Do you believe the individuals themselves have the answers to their challenges?**
- **Do you view yourself as the expert?**
- **Do you feel you need to "fix" the staff person or customer?**

Reflect/Discuss together

WHAT IS COACHING?

"Coaching is chiefly about discovery, awareness, and choice. It is a way of effectively empowering people to find their own answer, encouraging and supporting them on the path as they continue to make important choices."

—Henry Kimsey-House

In other words—coaching is about unlocking people's potential to maximize their own performance.

The Case for Coaching

"*Rapid, constant, and disruptive change is now the norm, and what succeeded in the past is no longer a guide to what will succeed in the future. Twenty-first-century managers simply don't (and can't!) have all the right answers. To cope with this new reality, companies are moving away from traditional command-and-control practices and toward something very different: a model in which managers give support and guidance rather than instructions, and employees learn how to adapt to constantly changing environments in ways that unleash fresh energy, innovation, and commitment.*

The role of the manager, in short, is becoming that of a coach."
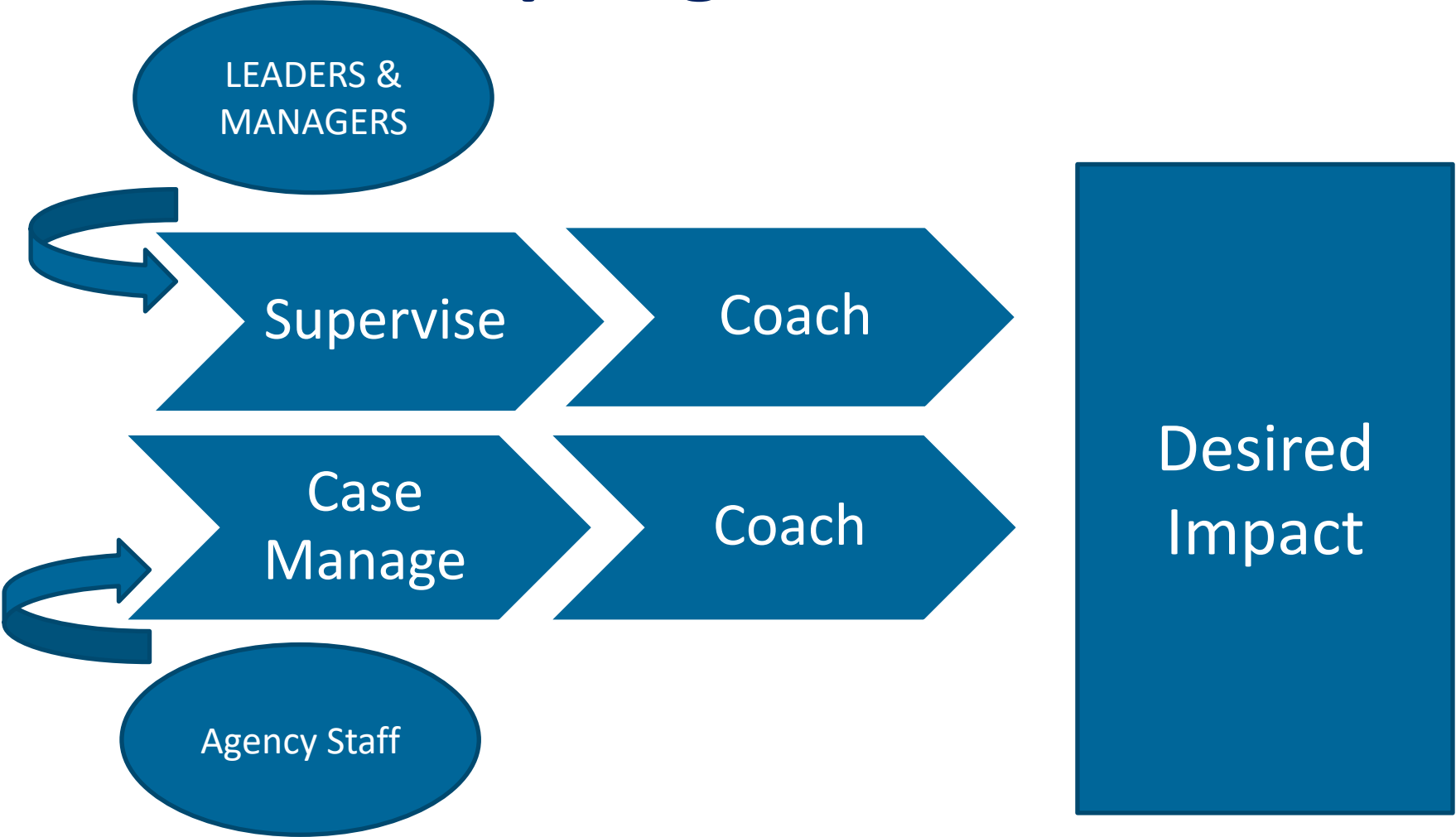
The Leader as Coach, How to unleash innovation, energy, and commitment, by Herminia Ibarra and Anne Scoular, Harvard Business Review, November-December 2019

Creating Culture

FEAR

Blame

Secrecy

Short-term firefighting

Learning

Trust

Customer-Focus

Strategic Thinking

Self-Motivation

Adopting New Tools

Evolutions in Leadership

- Leadership is more dispersed, less hierarchical—and is often situational
- Leadership is an event that occurs between leader and follower—it is a process, not a trait
- Move from telling to asking questions
- Understand your natural leadership style, and strengthen your ability to adopt the right style for the moment
- Coaching is an important tool in your leadership and management toolbox

The Case for Coaching

- Coaching seeks to build capabilities for long-term adult success

- Research indicates adults need core capabilities to succeed in life and support the next generation (self-regulation and executive function)

- Family coaching is a promising strategy for achieving positive child outcomes while also supporting parent progress toward thriving and well-being

What is coaching?

Performance = potential – interference

$$P = p - i$$

—Coaching for Performance, Sir John Whitmore

Coaching is Not

- Coaching is *NOT* telling folks what to do
- Coaching is *NOT* counseling
- Coaching is *NOT* steering or driving the conversation, meeting, relationship in the direction you want to go
- Coaching is *NOT* about you knowing what is best

A Coaching Mindset

- Centers on a belief that people are capable, know their strengths, challenges, and what they need

- Focuses on building awareness, responsibility, and self-belief

- Listens, is curious, and asks powerful questions

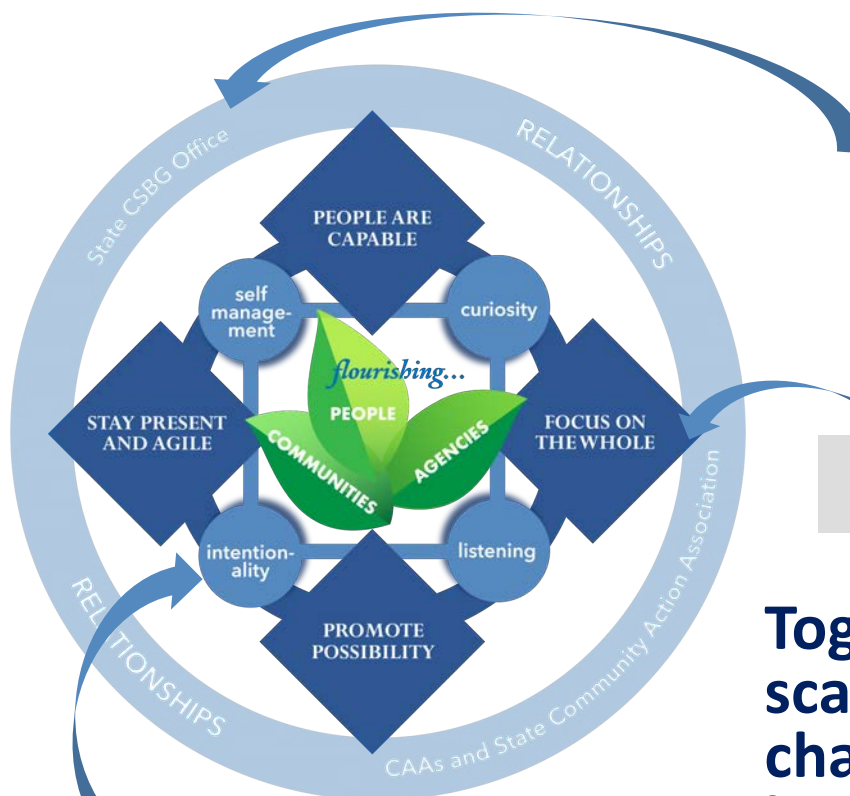- Creates safe conditions for learning and growing

Coachee drives the work

LET'S REVIEW: The CSBG Network Coaching Model
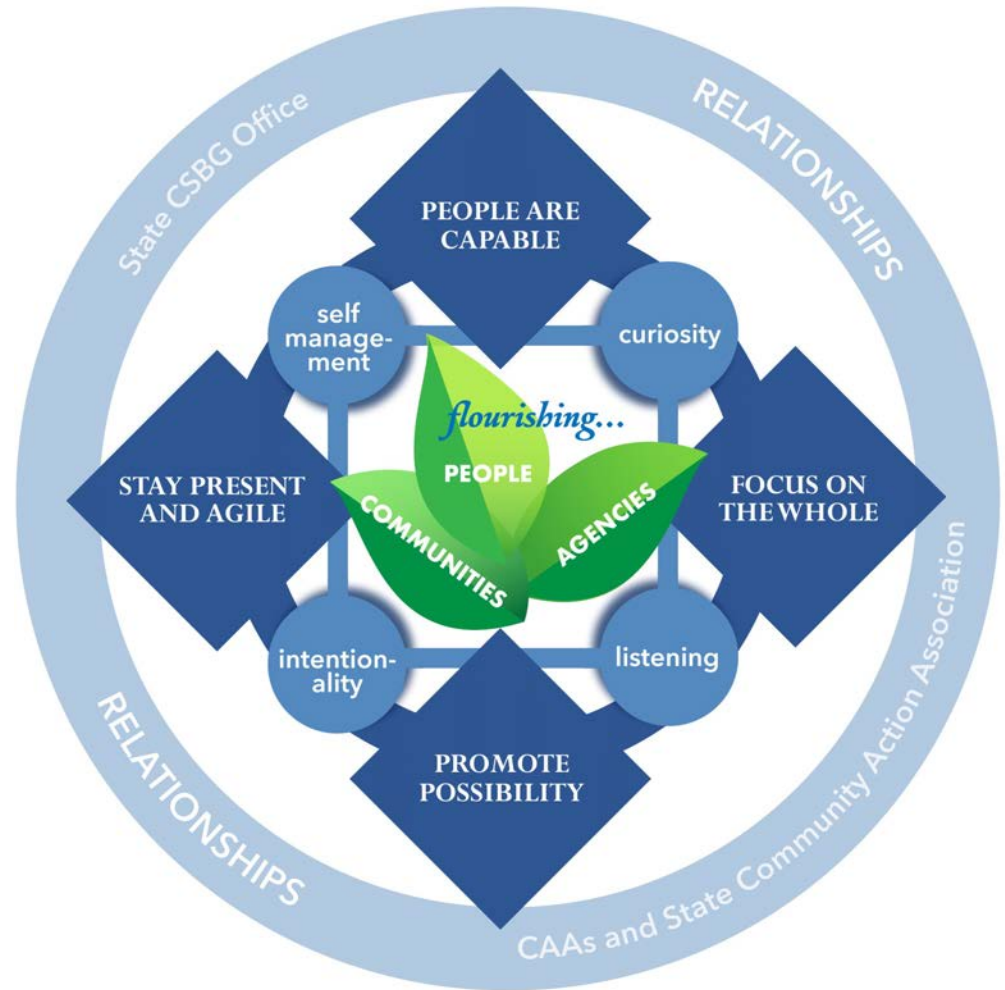
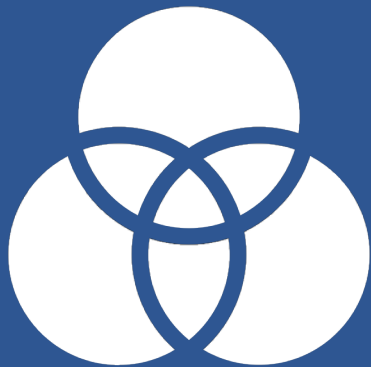Develop for NASCSP by Jeannie Chaffin, LLC

The CSBG Network Coaching Model

Relationships frame and support the space for coaching to exist and for learning to take place.

4 core beliefs

4 coaching skills

Together, these build the scaffolding needed to achieve change and allow flourishing, leading to greater impact.

RELATIONSHIPS ARE FOUNDATIONAL

- **Relationships frame and support the space for coaching to exist and for learning to take place— they are the container for coaching**
- **Start where you are and build from there**
- **Relationships must be tended. This is ongoing, daily work**

Co-Active Coaching Contributes The Container

"...and that container is as important as the coaching conversation itself. The ground conditions necessary for sustainable and transformative change in all coaching relationships...**comes from creating *co-active* relationships:** relationships that are **collaborative, cooperative, co-created, active, and engaged and that yield action steps and learning.**"

—Kimsey-House, et al.,
***Co-Active Coaching* (4th ed.)**

Relationships & the Coaching Environment

**Two characteristics of an effective coaching environment:**

1. It is safe enough for coachees to take the risks they need to take

2. It is a courageous place where coachees are able to approach their lives/work and the choices they make with motivation, creativity, and commitment

—**Kimsey-House, et al.**

Strong relationships are key to building such an environment!

4 Core Beliefs

1. People are capable
2. Focus on the whole
3. Promote possibility
4. Stay present and agile
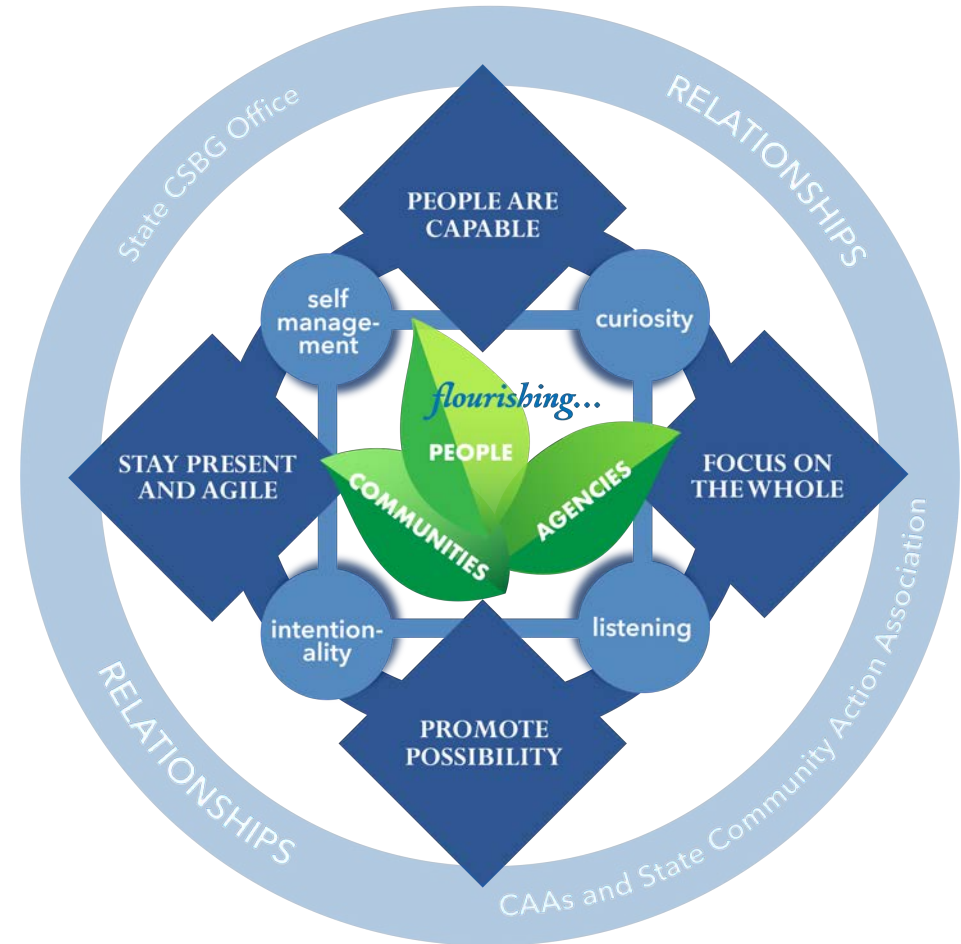
PEOPLE ARE CAPABLE

This core belief goes beyond the strengths perspective in that it asserts that people are naturally capable and know what is best for them.

- People can grow, expand, evolve, and change and naturally have the capacity to achieve their full potential and flourish
- Internal obstacles can be worse than external
- Requires a coach to believe people possess more capability than they are currently expressing, and they are capable of more than their past performance

FOCUS ON THE WHOLE

This core belief encourages stepping back and looking at the whole person, the whole family, or the whole agency.

- **We are not engaging in coaching to help people or organizations solve a particular problem but rather to pursue learning, create a learning culture, and build capacity so agencies, people, and communities can flourish**

- **Coaching seeks to create learning, resources, processes, and capacities that will stay well after the presenting problem or conversation is over**

PROMOTE POSSIBILITY

This core belief involves coaches holding a vision of what is possible and a commitment to a transformative experience for the coachee.

- **The coach holds a broader vision for what is possible while supporting the coachee in overcoming immediate interference, incrementally building the self-belief and self-motivation of the coachee**

- **This can be transformational, helping the coachee access new levels of performance and potential**

STAY PRESENT AND AGILE

This core belief calls on the coach to be present, listening, and attending to all aspects of the conversation— things said, and things not said.

- While staying fully present and engaged, the coach is willing to adapt to move the relationship with the coachee forward
- Coaching conversations often have fluidity: While at any given moment the leader/coach may be leading and the coachee/follower may be following, in the next moment that may flip to allow the coach's own learning and discovery to advance

4 Coaching Skills

1. Self-management
2. Curiosity
3. Listening
4. Intentionality
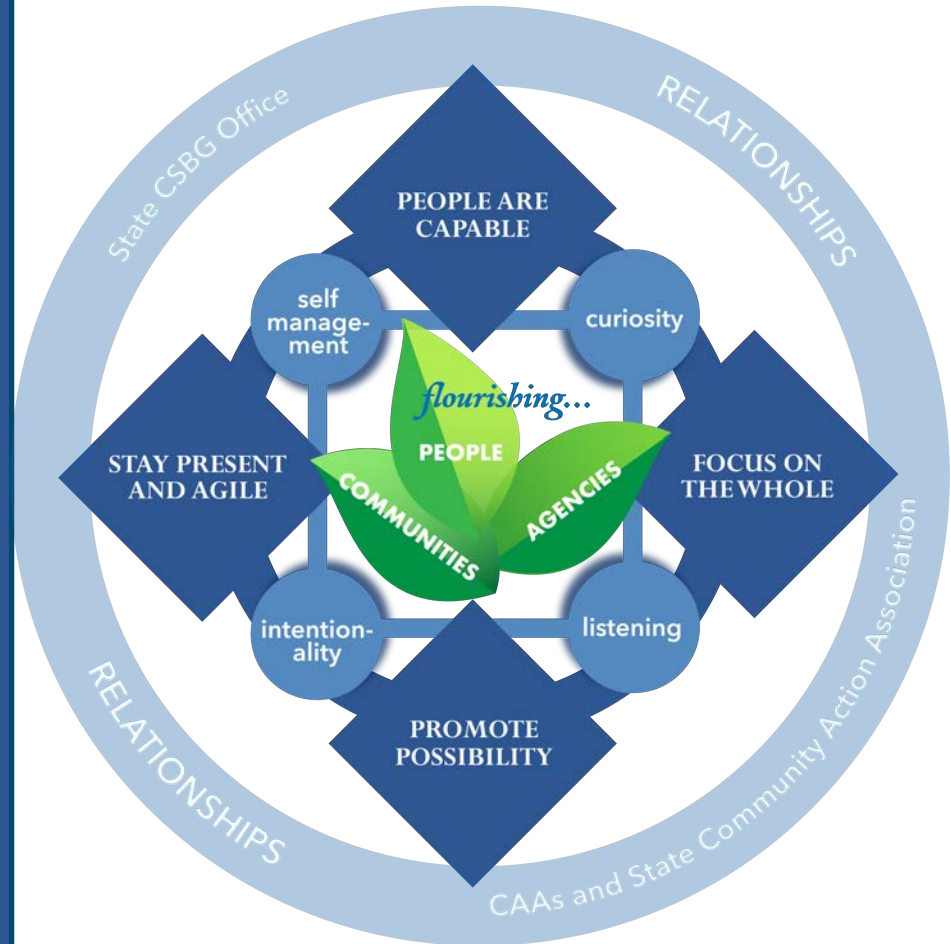
Skill

SELF-MANAGEMENT

- **Awareness of self—understanding why you do what you do**

- **Consider the chaordic leadership model: 50% of time should be spent managing self**

- **Manage your own distractions—e.g., opinions, assumptions, and inner voices—and redirect attention back to interaction with the coachee**

- **Emotional Intelligence**

Skill

CURIOSITY

- **The underlying attribute that enables a coach to ask the powerful questions that lead to the coachee's discovery and learning**

- **Use open, inviting questions, and create a safe space to probe areas that might be blocking the coachee from moving forward**

- **Helps establish a partnership and collaboration where discovery and learning can take place**

- **Very different from judgement, criticism, and correction which put people on the defensive**

Skill

LISTENING

- Essential to understanding the entire scope of the information being conveyed, building connection and trust, and helping identify and solve problems

- Many forms: words and tones of voice, body language, reflecting back to confirm understanding, self-awareness of reactions

- Active listening uses open-ended questions and displays empathy

- Requires the coach to hold back on advice and opinion and rather lead with questions

- Often framed as "ask and listen," not "tell and sell"

INTENTIONALITY

- **Bringing an intention to the coaching approach is essential**
- **There are many different situations where a coaching approach can be used and intention may look different. It might be a goal for a particular meeting**
- **Intentionality helps set a clear and specific focus that will act as an anchor and a guide**
- **Intentionality is balanced with making sure the coachee is driving.**

When do you coach?

Supervisors/Managers/Leaders play many roles—often several at the same time:

– Enforcing laws & regulations

– Managing contracts

– Providing training & assistance

– Planning

– Serving as motivators

– Coaching

Fluidity of roles: **The art is in knowing when to play the right role and staying agile to move from one to the other**

When do you coach?

Navigator/Case Manager/Coach

– Referrals

– Advocating for a family with a partner agency

– Setting goals

– Helping to remove interference

Fluidity of roles: **The art is in knowing when to play the right role and staying agile to move from one to the other**

When do you coach?

- **Coaching can be used in many different situations**
- **Form or style of coaching can vary—**
  - —**Informal (unplanned) to formal (planned/structured)**
  - —**Low to high touch (intensity/duration)**
- **May be responsive/in-the-moment or planned**
- **Situational or proactive**

Remember

"Coaching is chiefly about discovery, awareness, and choice. It is a way of effectively empowering people to find their own answer, encouraging and supporting them on the path as they continue to make important choices"
—Henry Kimsey-House, et al., xvi

When does a leader coach?

- **Directive-Compliance/Regulatory**

- **Situational-Training**

- **Coaching-Building Capabilities**

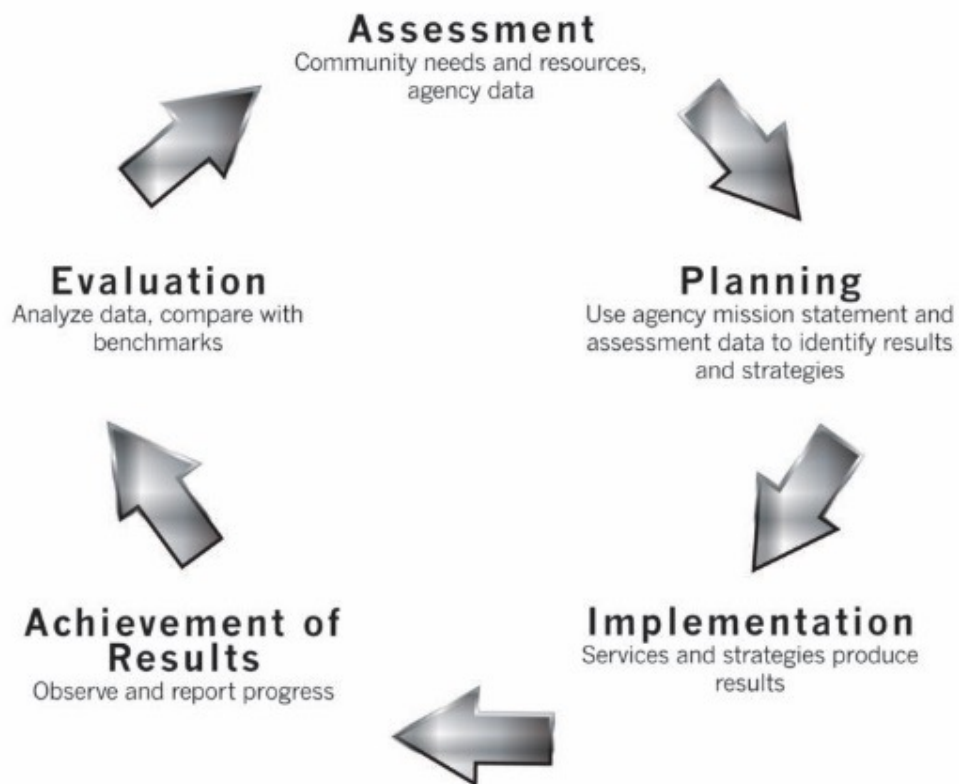*Fluidity of Approach*

When to coach?

Approaches to human services and roles

Staff may specialize in one approach, while other staff may be required to adopt a fluid approach that uses multiple approaches as individual's or family's needs change over time.

- Outreach
- Navigation
- Case Management
- Coaching

Asking questions and being curious

SAMPLE OVERARCHING ORGANIZATIONAL
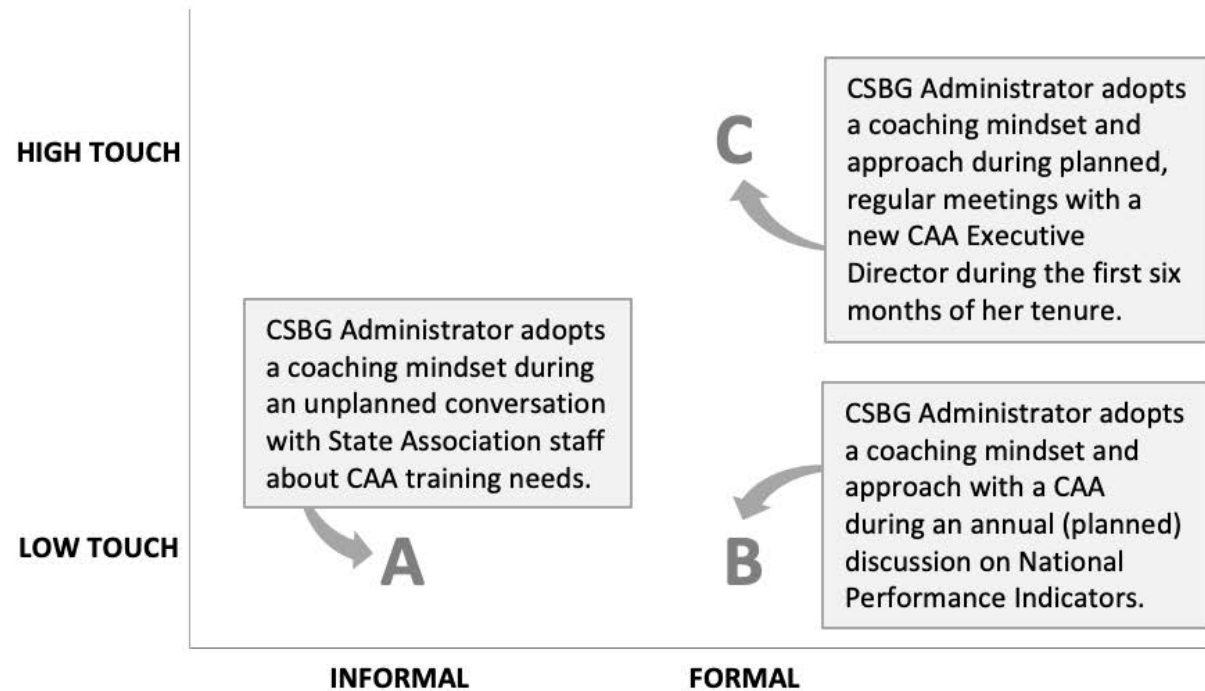STANDARDS QUESTIONS

- How do you feel about where things are?
- What do you think about your progress?
- What has changed since the last assessment?
- Where are opportunities for moving beyond X?
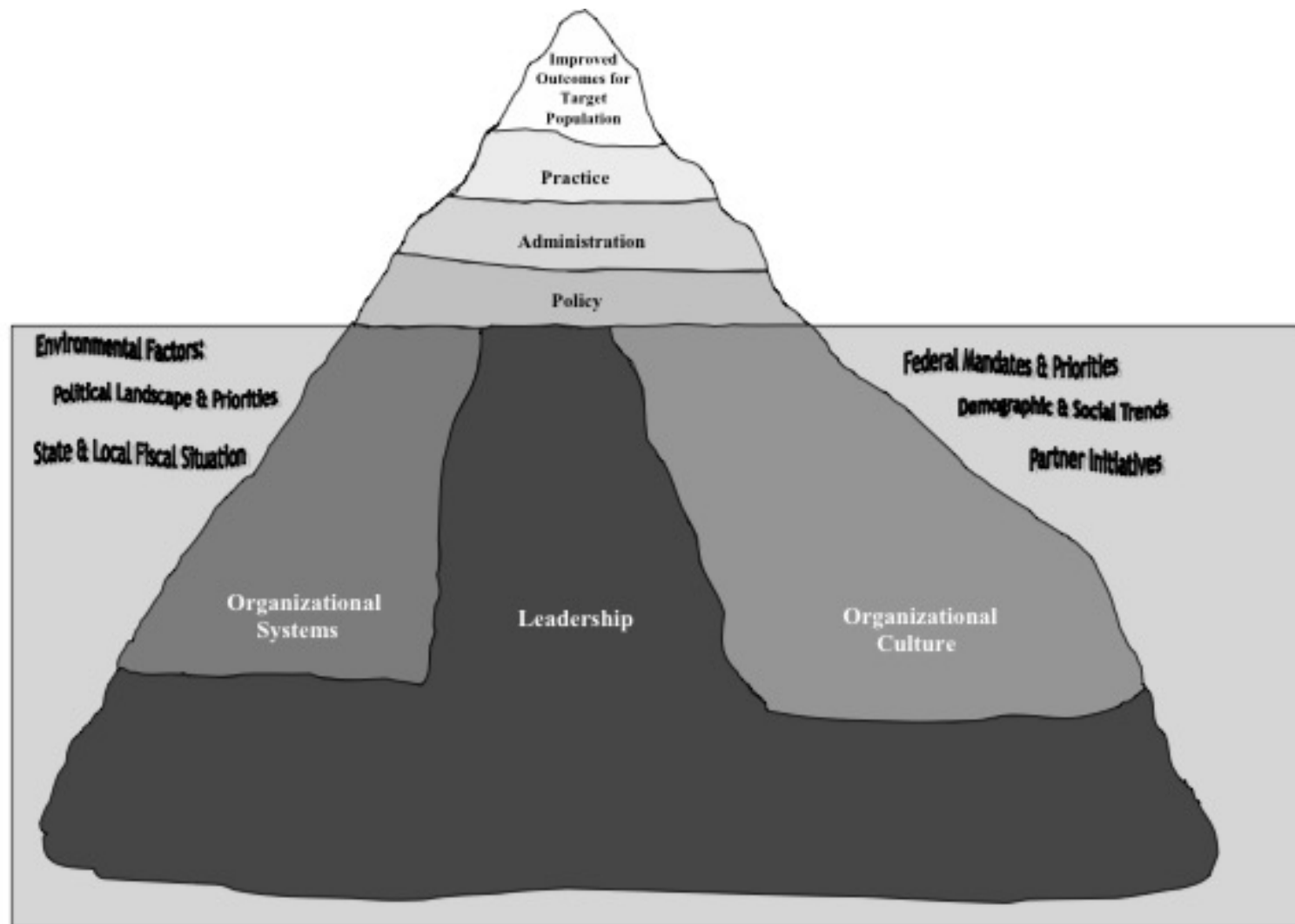- What are the barriers you feel you are experiencing?

When do you coach?

A. Informal, Low-Touch Coaching

B. Formal, Low-Touch Coaching

C. Formal, High-Touch Coaching

HIGH TOUCH

LOW TOUCH

INFORMAL

FORMAL

C — CSBG Administrator adopts a coaching mindset and approach during planned, regular meetings with a new CAA Executive Director during the first six months of her tenure.

A — CSBG Administrator adopts a coaching mindset during an unplanned conversation with State Association staff about CAA training needs.

B — CSBG Administrator adopts a coaching mindset and approach with a CAA during an annual (planned) discussion on National Performance Indicators.

People, Systems, and Culture

People, Systems, Culture and Coaching

Scenario:
Your agency has launched a new "Universal Intake" as a goal/area for improvement. New policies and training have been put in place.

How might you use coaching to help staff be successful with this new practice?
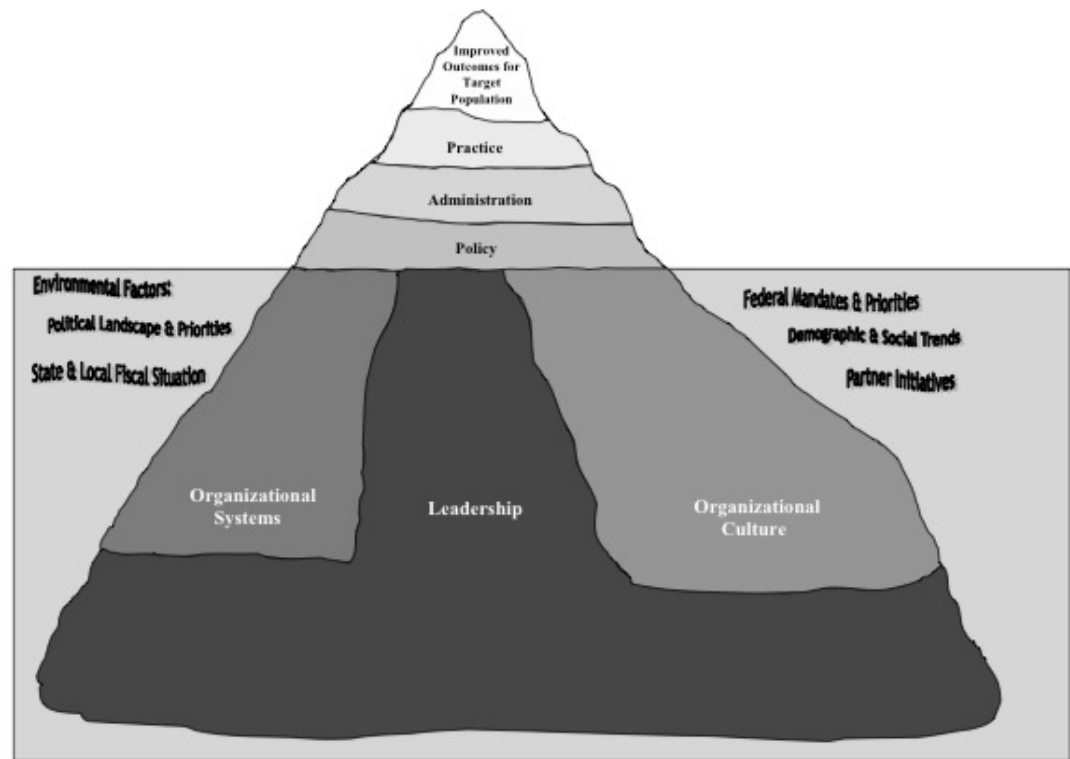
Family-Centered Coaching

- Family-Centered Coaching Toolkit
- Open source toolkit developed by the W.K. Kellogg Foundation, free to organizations
- Available online at: https://familycenteredcoaching.org/coaching-toolkit/family-centered-coaching-toolkit-august-2017/
- The Prosperity Agenda: Other resources and training to support the toolkit

Family-Centered Coaching

FAMILY-CENTERED COACHING

Guides ∨   Tools   Learning   Contact Us

DEVELOP A PRACTICE OF COACHING

Get to Know Family-Centered Coaching

Build a Family-Centered Coaching Mindset

Develop Family-Centered Coaching Skills

Prepare Yourself & Your Environment for Coaching

Bring Family Into the Coaching Conversation

Choose Which Coaching Role to Play

Discover and Support Family Priorities

Guide the Practice of Goals

Develop a Practice of Coaching

Deepen your coaching skills and engage families with a coaching mindset.

Get to Know Family-Centered Coaching:

Families don't segment their lives and goals into silos and programs. But funding requirements, organizational missions, and other barriers tend to focus social programs on one aspect of a participant's life. As a result, families experiencing poverty face added obstacles and stress as they attempt to piece together fractured services with differing eligibility requirements, duplicate applications, and unfamiliar case managers.

Family-Centered Coaching is an approach to meet the interconnected needs of a participant's life and family. By shifting from what services an organization offer to what a family needs, organizations practicing Family-Centered Coaching see transformational outcomes that deeply connect to participants' goals and dreams for their futures.

The Prosperity Agenda

Family-Centered Coaching
101 and 201

STAY CONNECTED CONTINUE LEARNING

Join the online Community Action Academy!

Free, online learning hub for the Community Action Network

Necessary for your participation in this cohort

1. Go to https://moodle.communityactionpartnership.com & create an account.
2. Once the account confirmation is complete (via email), login
3. In the Course Categories box to the right of the screen, click the Learning Community
4. Choose Community of Practice, and select **Whole Family Approach** to find the course

Coaching for Customers (Individuals and Families)

- [Empath Economic Mobility Pathways, Mobility Mentoring](#)

Mobility Mentoring®

EMPath's coaching model is based on a decade of research and development.

Mobility Mentoring® Essential Elements

Coaching for Economic Mobility

Bridge to Self-Sufficiency®

Goal Setting

Recognition

Continuous Improvement

Building Adult Capabilities

- The Science of Adult Capabilities, Center on the Developing Child, Harvard University

General Coaching Resources

- The Leader as Coach, *Harvard Business Review*, November-December 2019: https://hbr.org/2019/11/the-leader-as-coach
- The Microsoft Story: From "Know-it-Alls" to "Learn-it-Alls" with Growth Mindset, NeuroLeadership Institute: https://hub.neuroleadership.com/microsoft-case-study-dec-2019
- Performance Consultants, GROW Model of Coaching: https://www.performanceconsultants.com/grow-model
- Kimsey-House, Henry, et al. *Co-Active Coaching,* Nicholas Brealey Publishing, 2018
- Whitmore, Sir John. *Coaching for Performance.* Revised ed., Nicholas Brealey Publishing, 2017
- Obolensky, Nick. *Complex Adaptive Leadership,* Taylor & Francis, 2016

Emotional Intelligence

- What is Emotional Intelligence: https://www.keystepmedia.com/what-is-emotional-intelligence/

- Emotional Intelligence, Danie Goleman: https://www.danielgoleman.info/

Financial Empowerment Resource Hub

Check out the new
Financial Empowerment Resource Hub!

Explore resources & tools to equip / empower growth and development for families.

www.communityactionpartnership.com/financial-empowerment/

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Contact: tmarley@communityactionpartnership.com

We Know Community Action Because We Are Community Action

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AMERICA'S POVERTY FIGHTING NETWORK

Thank You!

The National Community Action Partnership is YOUR partnership and is always ready to support your organization in any way.

Jennifer Gregory (Whole Family Approach)
jgregory@communityactionpartnership.com

Maribeth Scheberr Rhemrev
mschneberrhemrev@communityactionpartnership.com

Jeannie Chaffin
Chaffin.jeannie@gmail.com

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