

Coaching Skills for T/TA Providers: Strategic Prevention Framework State Incentive Grant (SPF SIG)



Deirdre M. Danahar, MSW, MPH, LICSW, ACC

InMotion Consulting and Coaching, LLC

Oklahoma

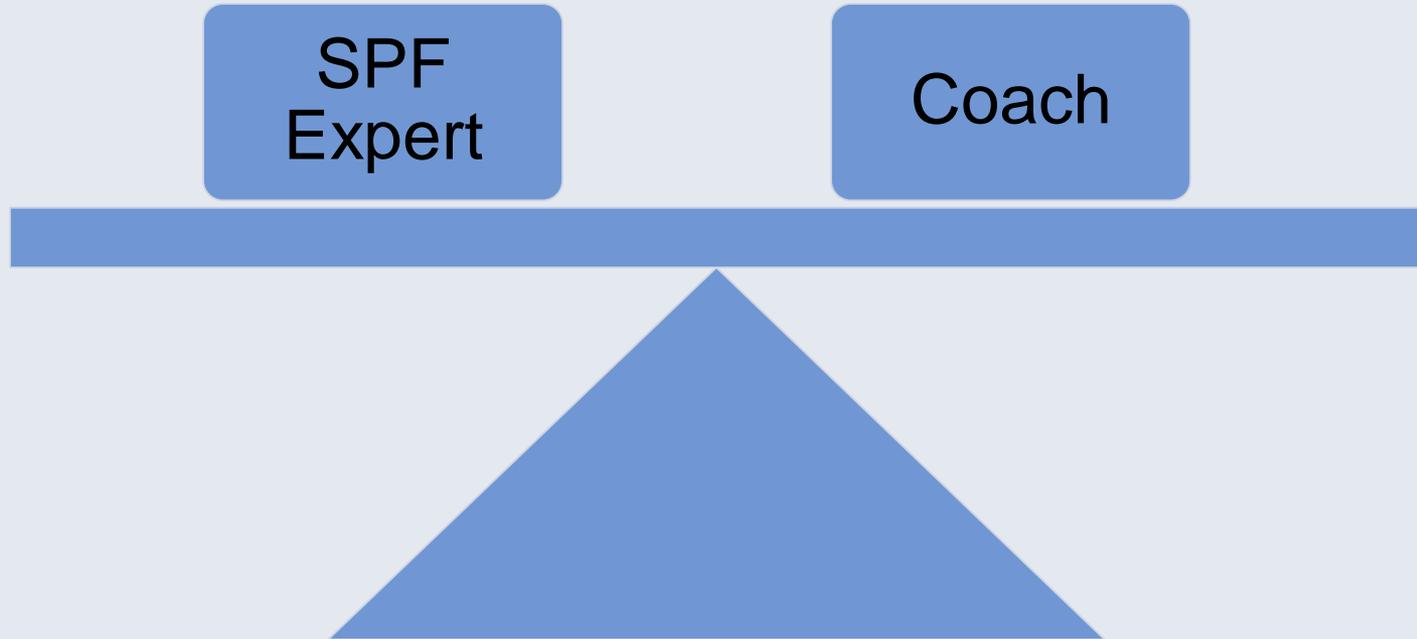
January 15 & 16, 2013

Objectives



- Provide an overview of facilitating change in SPF context
- Provide an introduction of core coaching skills and mind-set
- Explore applying coaching mind-set and skills

Your Challenge



SPF Context



- Function as a facilitator
- Change agent
- Carry out a process to help apply SPF in local context
- Coaching is an approach to use

Facilitators...



Act on behalf of a change agency

Understand **what will** have to happen

Understand **how to** make this happen

Plan for impact of change

Tailor approach & process to each context

Continuum of Facilitator Modalities



Doing for Others/Tasks

Enabling Others/Holistic



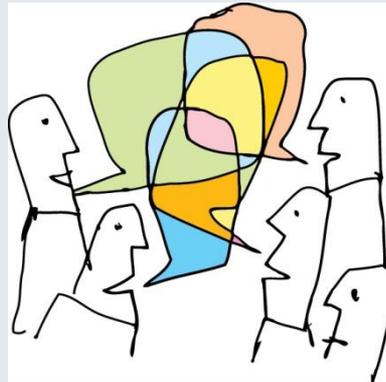
Project management skills
Technical skills
Marketing skills
Subject/technical credibility

Co-counseling
Critical reflection
Giving meaning
Flexibility of role
Realness/authenticity

Roles and Modalities

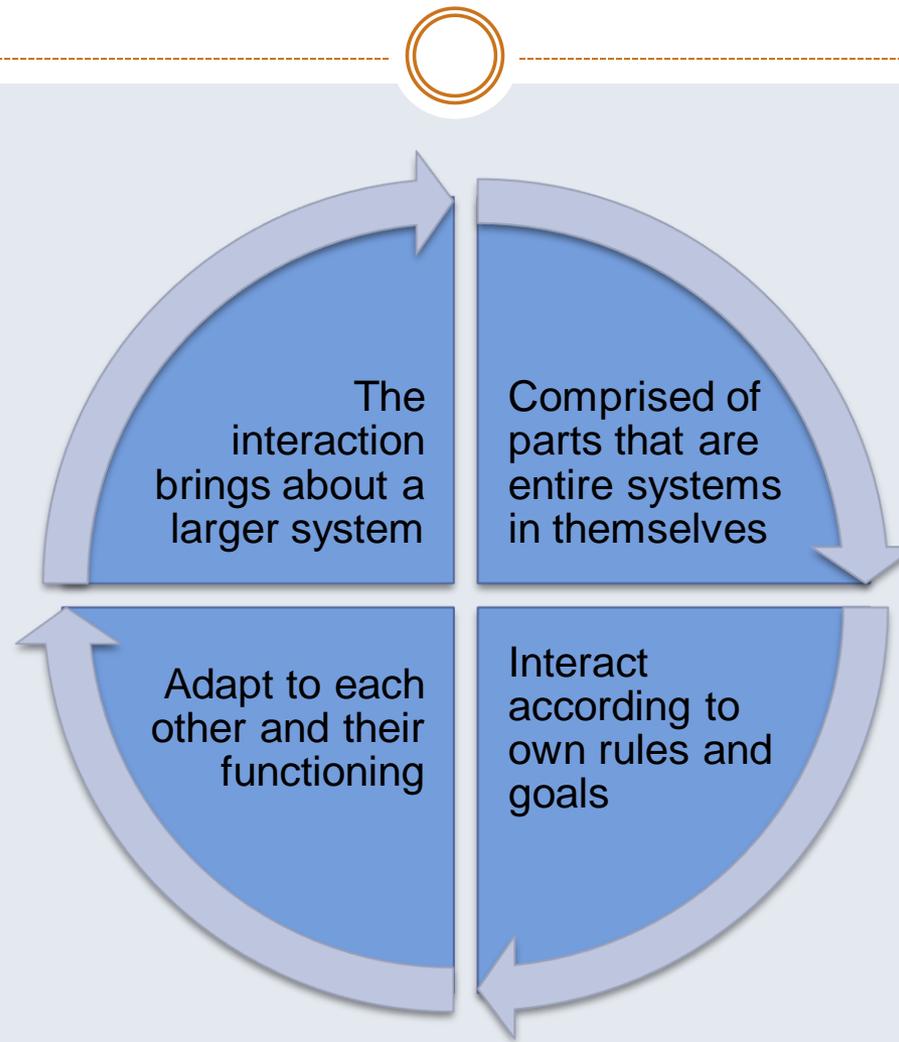


Discussion



How do the responsibilities of your role align with the Facilitator's Continuum?

Complex Adaptive Systems (CAS)



Working with CAS



Attune to and respond to systems' feedback



Intentional about what level of system is engaged



Your Challenge



SPF Expert

- Analyze problems
- Advise
- Prescribe solutions
- Recommend goals
- Develop strategies
- Teach new skills
- Provide education



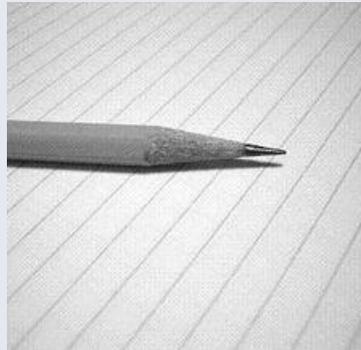
Coach

- Collaborative partner
- Evocative approaches
- Critical reflection
- Giving meaning
- Generate possibilities

Define Coaching



Reflection



Write your own definition of coaching

Coaching is...



a goal-oriented, generative, solutions focused process in which an adopter is guided to develop a vision, delineate a range of goals and options to realize this vision, develop and implement action plans to achieve those goals, identifying roadblocks and constructing possible solutions to these throughout the change process.

(Edelson, 2010; Moore & Tschannen-Moran, 2010; Stober & Grant, 2006; Whitworth et al., 2007)

Coaching Supports “The New”



- “The New” is...
 - Crude compared to that of experienced/familiar
 - Fragile & must be reinforced
 - Incomplete & requires ongoing practice & shaping
 - Individual practitioners are key in prevention

Two Critical Components

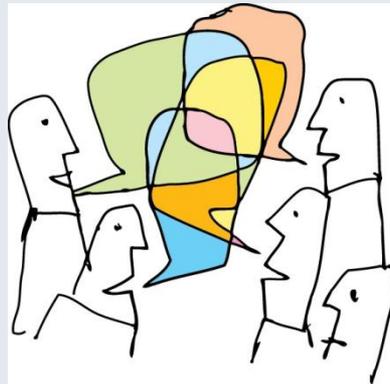


- 1) **Reflection**: an opportunity to think about and clarify visions, values, goals and hurdles; and
- 2) **Action**: a commitment to take self-defined steps to move towards goals

Our Definition of Coaching



Brainstorming Activity



Develop a common definition of coaching.

Relationship is the Heart of Coaching



Coaching is a
generative relationship
with flow.



3 Core Coaching Skills



- Mindful Listening
- Open-ended Inquiry
- Perceptive Reflections

Mindful Listening



Listening that brings full, non-judgmental awareness of what someone is saying in the present moment.

Listen until I don't exist and find the truth behind the words.

Open-ended Inquiry



Requires narrative response and enables clients to open up to tell their stories.

- What do you enjoy most about your work?
- How would your work change if you...?

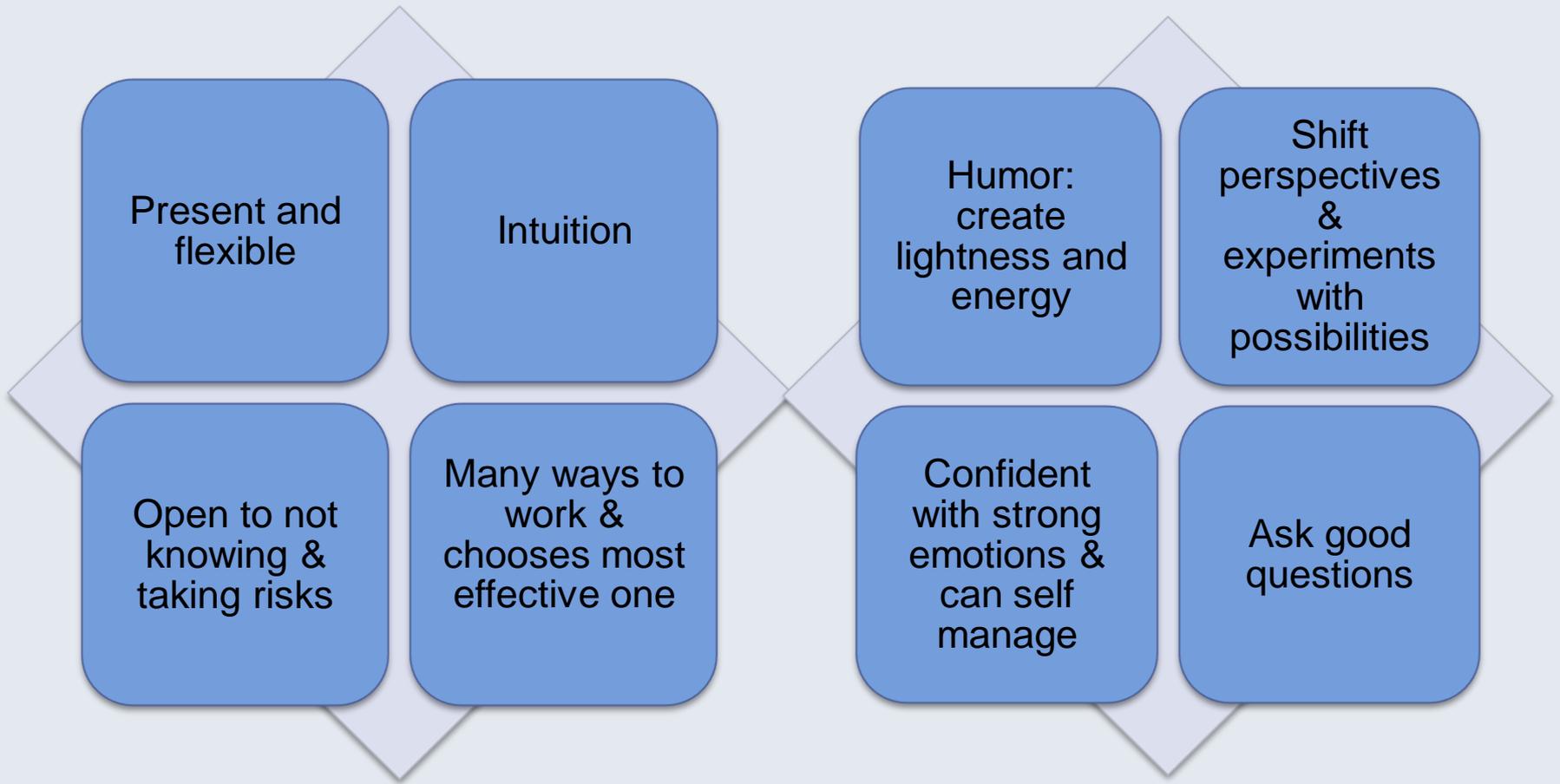
Perceptive Reflections



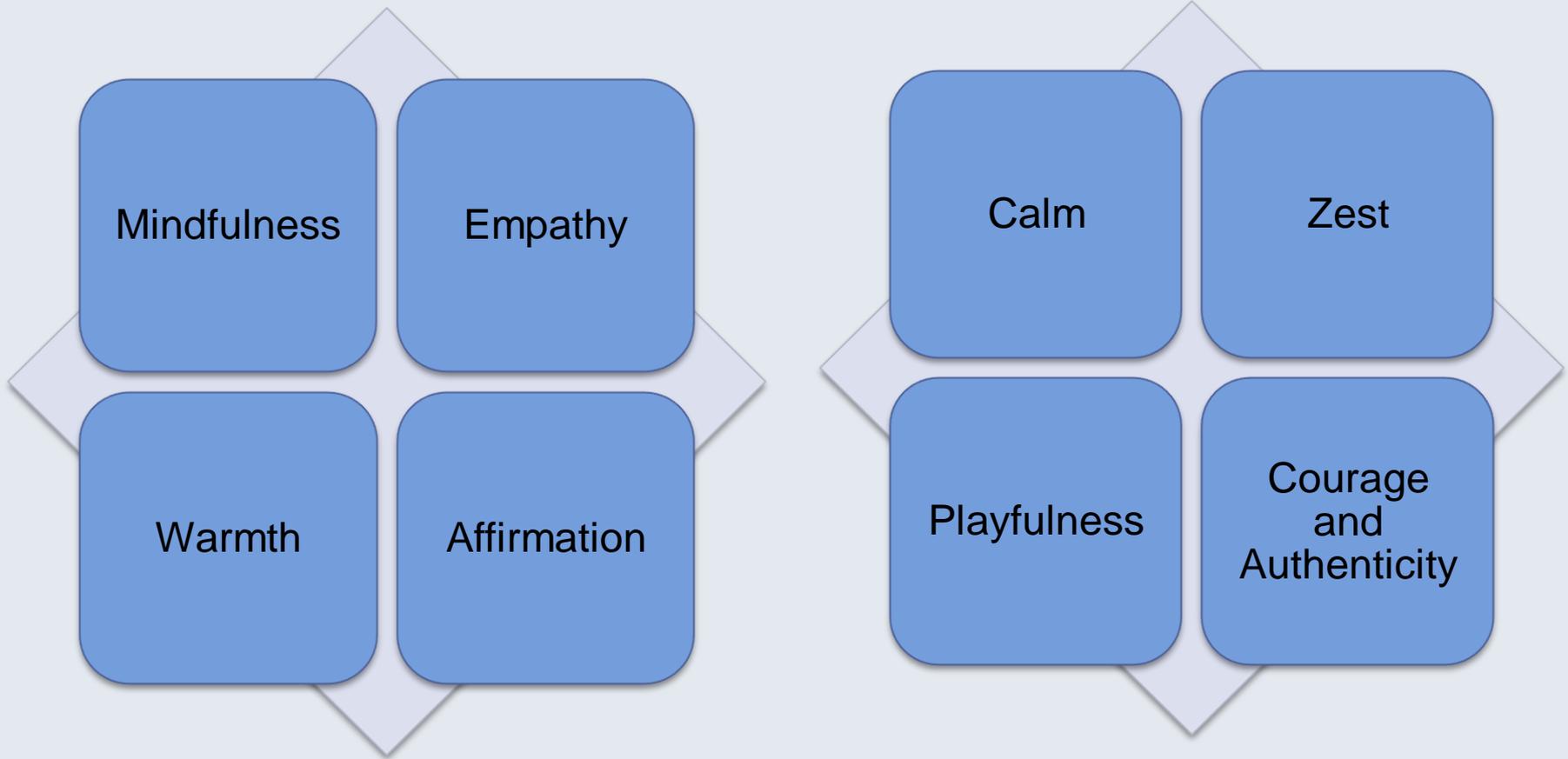
- Simple reflections
- Amplified reflections
- Double-sided reflections
- Shifted-focus reflections

Purpose is to elicit change talk

Doing Characteristics: Coaching



Being Characteristics: Coaching



Communication



- With empathy
- From your intuition
- Your interpretation, not a judgment
- Reframe
- Requesting
- Intruding/taking charge – if you must

What Derails Coaching?



- Being unable to tolerate ambiguity
- Thinking it is about you
- Rushing to closure on the goal
- Imposing expert knowledge instead of informing

What Derails Coaching?



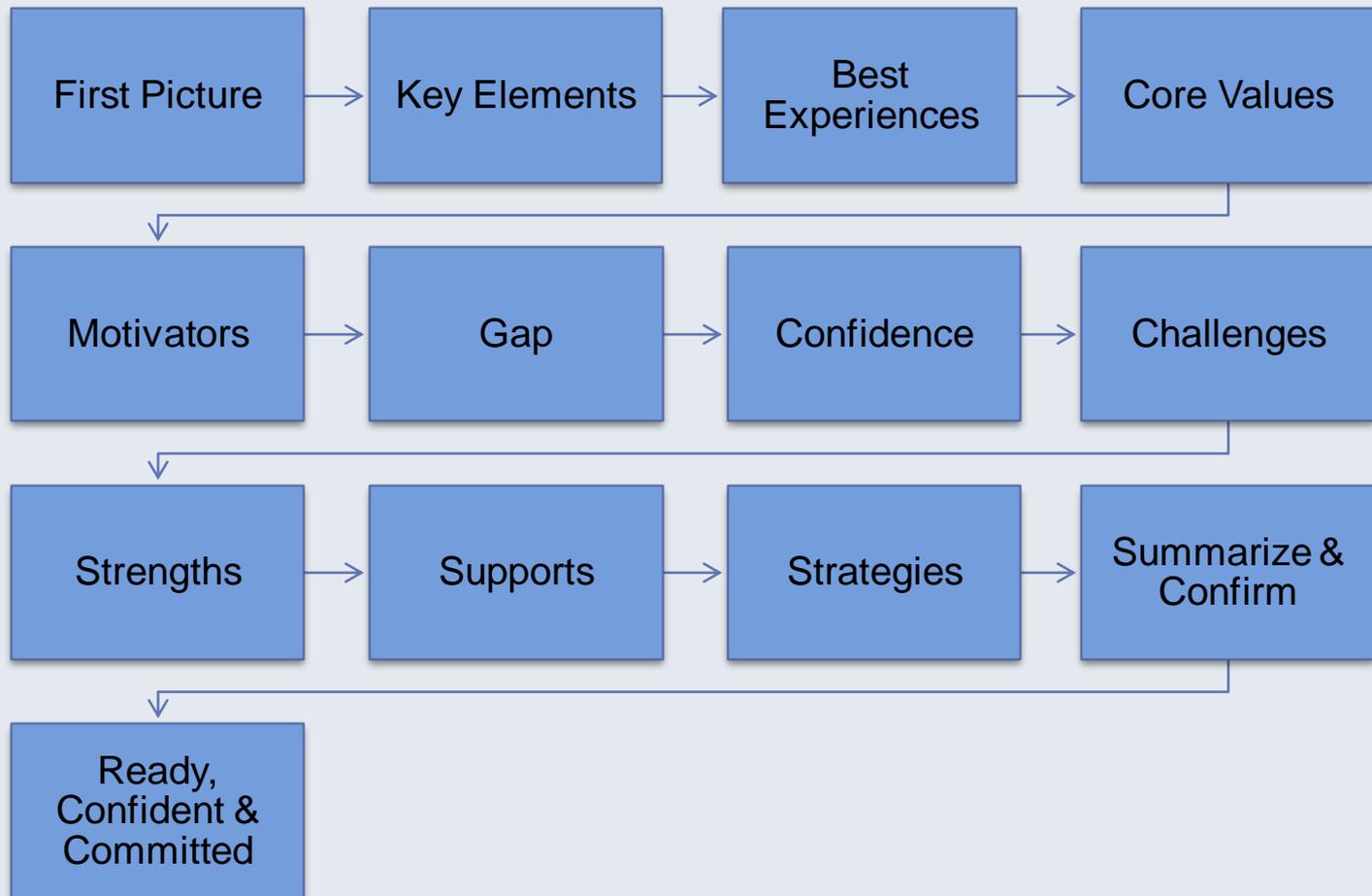
- Objectifying or judging the client
- Avoiding difficult issues
- Over-identifying with the client
- Getting hooked by clients' issues, emotions, etc.

Developing a Vision



- A compelling picture of what could be accomplished through the SPF. It builds on past accomplishments and current desires.
 - Grounded
 - Bold
 - Desired
 - Palpable
 - Participatory

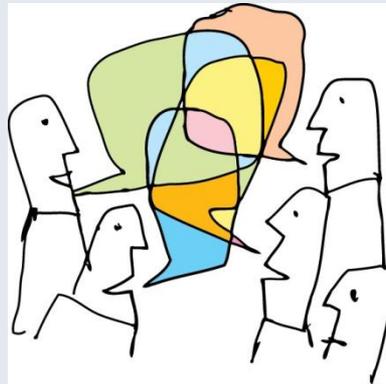
Elements To Develop Vision



Coaching For Vision

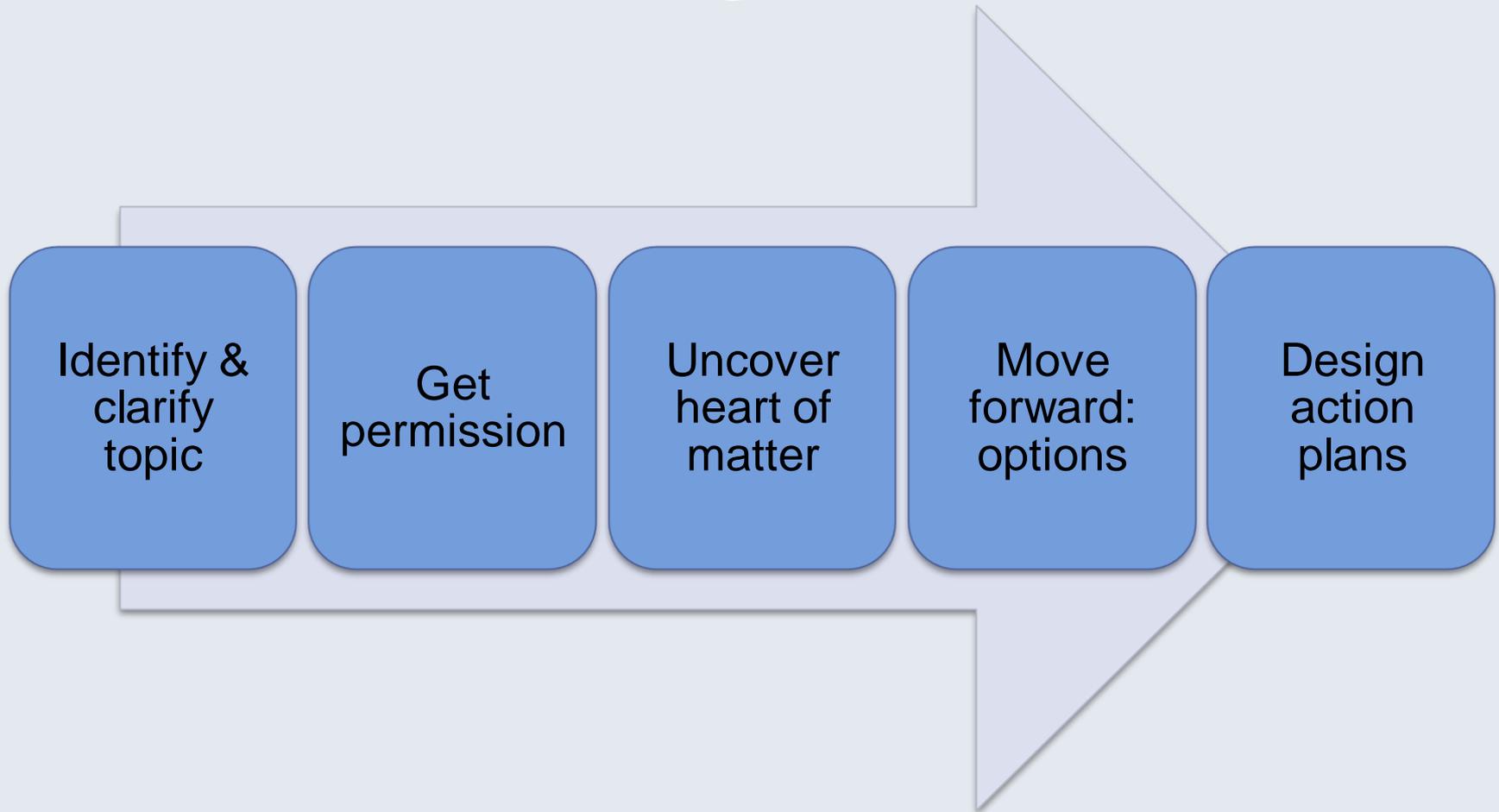


Practice



Pair up and practice coaching a person to develop a vision.

Facilitating Generative Moments



Getting to the Core of “It”



- Express Empathy
- Develop Discrepancy
- Roll with Resistance
- Support Self-efficacy

Move beyond resistance, reluctance, ambivalence

Why get to the core of “it”?



- Resolve ambivalence to change
- Enhance intrinsic motivation to change
- Coach’s style matches clients stage of change

Perceptive Reflections



- Simple
- Amplified
- Double-Sided
- Shifted-Focus

Move beyond resistance...



Stimulate conversation about what they really want



Decisional balance



Brainstorm options



Importance (1-10 scale)



Confidence (1-10 scale)

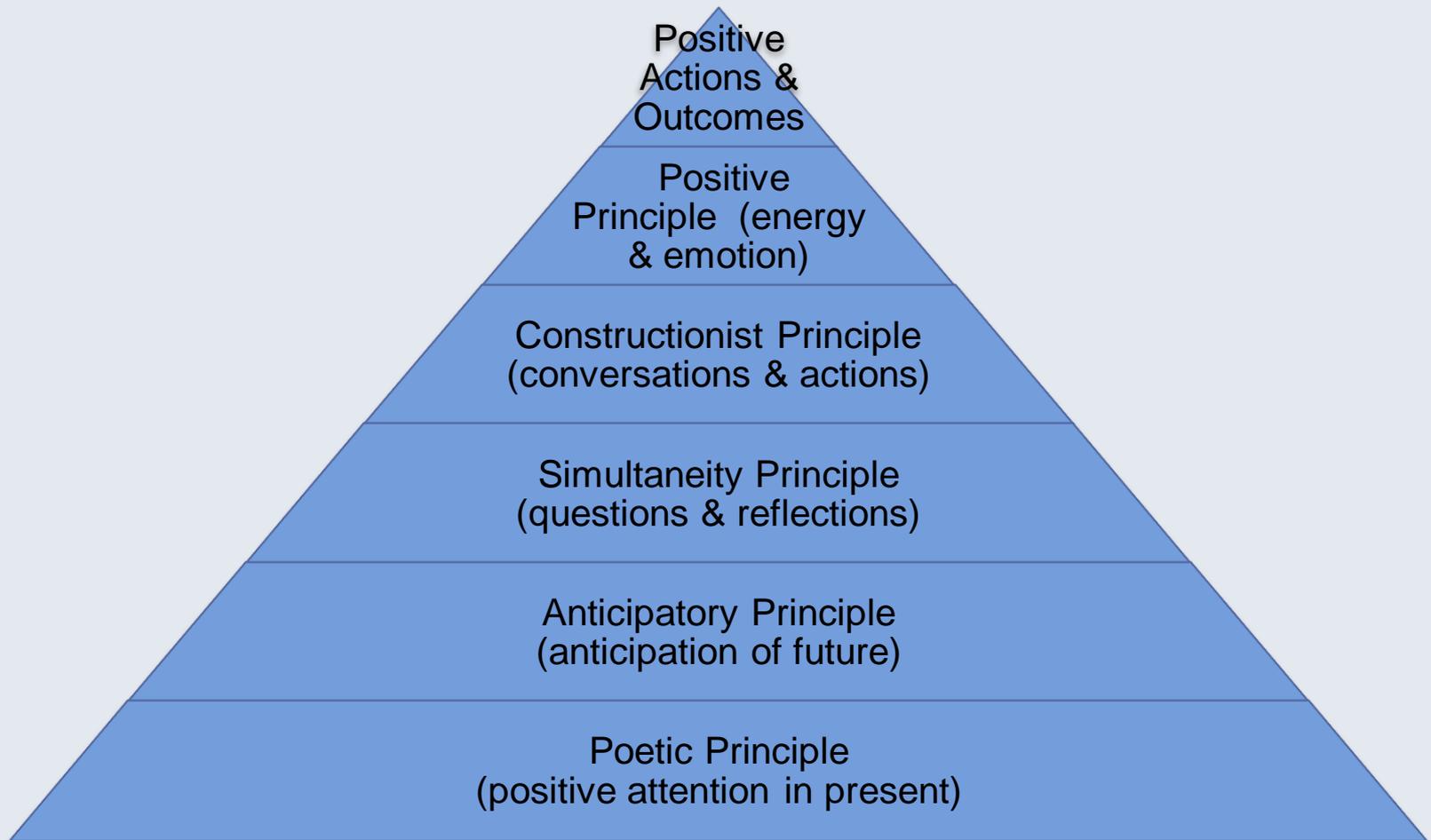
Appreciative Inquiry



- Philosophy & approach to motivate change that explores and amplifies strengths
- Collective strengths transform

Seeking the Positive Core

Appreciative Inquiry Principles



AI: Connect with the Positive



Clarify & summarize topic



Discover best experience



Describe vision: Energy & Strengths



Design actions



Destiny



Summarize & confirm

In Practice

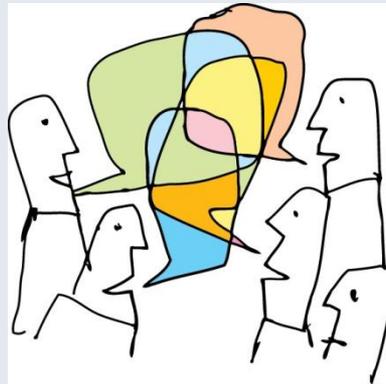


- Getting to the Core of “it”: Overcome resistance, ambivalence, reluctance
- Appreciative Inquiry: Connection with the positive and generate possibilities
- May use both in a given interaction

Coaching Practice



Practice



Pair up to coach on a specific challenge related to work.

Integrating Coach and Expert Roles



Less is more
when coaching

Judgment call
when to bring in
expert advice
when coaching

If client needs
to acquire new
knowledge &
skills to reach
goal, help them
define the path
to acquiring
these.

In Sum...



Coaching is an approach and process

It helps to cement learning

It is generative

It fosters self-efficacy

It is relationship based

Coaching Resources



- Co-Active Coaching: New Skills for Coaching People Towards Success in Work and Life, Whitworth, Kimsey-House & Sandahl
- Evidence-Based Coaching Handbook, Stober & Grant
- The Power of Appreciative Inquiry: A Practical Guide to Positive Change, Whitney & Trosten-Bloom
- Motivational Interviewing: Preparing People for Change, 2nd Edition, Miller & Rollnick
- Nonviolent Communication: A Language of Life, 2nd Edition, Marshall Rosenberg

Thank You!



Deirdre M. Danahar, MSW, MPH, LICSW

InMotion Consulting and Coaching, LLC