



Using a Coaching Approach to Improve Results

January 26, 2022

National Association for State
Community Services Programs

Thank you for joining us!

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former Director,
Office of Community Services (OCS)

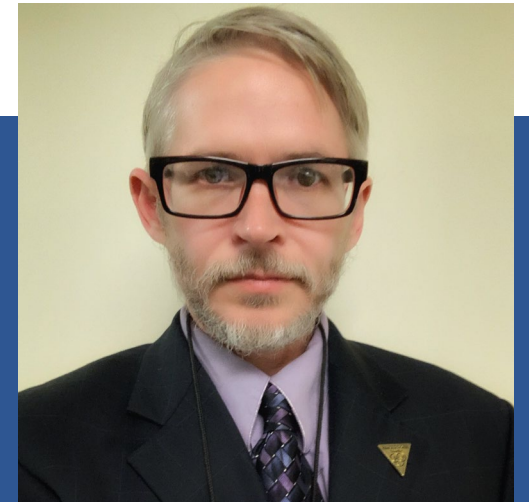


Joelle Hoeft
former Program Manager,
Minnesota Office of Economic Opportunity
(State CSBG Office)



Welcome!

**Matt Fitzgerald, MPA, NCRT
Director, Virginia Office of Economic Opportunity
Virginia Department of Social Services
Vice President, NASCSP Board of Directors**



TODAY'S AGENDA

- **Introductions**
- **Review the CSBG Network Coaching Model**
- **Relationships Are Foundational**
- **Coaching in Practice: Deep Dive on Performance Management**
- **Questions, Discussion**
- **Wrap-up**



*Let's
acknowledge . . .*

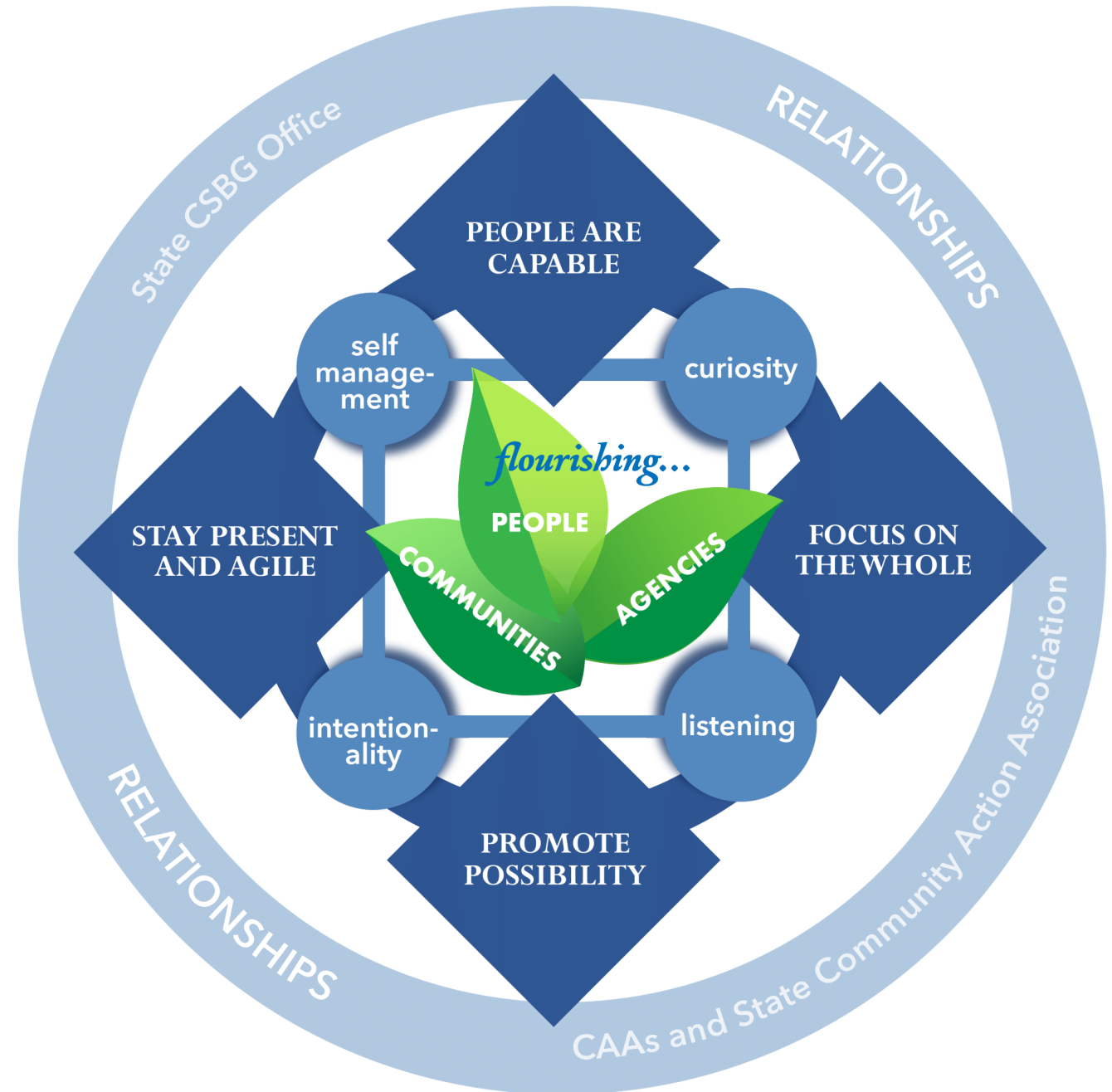


There is a lot on your plate!

A LEGACY MOMENT

- We face unprecedented change: e.g., pandemic, racial reckoning, workforce challenges, fatigue
- Community Services Block Grant (CSBG) State Administrators can use this moment to work in novel ways with their State Community Action Association (State Association) and Community Action Agency (CAA) colleagues to explore untapped potential

LET'S REVIEW: The CSBG Network Coaching Model



WHAT IS COACHING? (AND WHAT IS IT NOT)

“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.

WHAT IS COACHING?

Performance = potential – interference

$$P = p - i$$

—Coaching for Performance, Sir John Whitmore

WHAT COACHING IS NOT

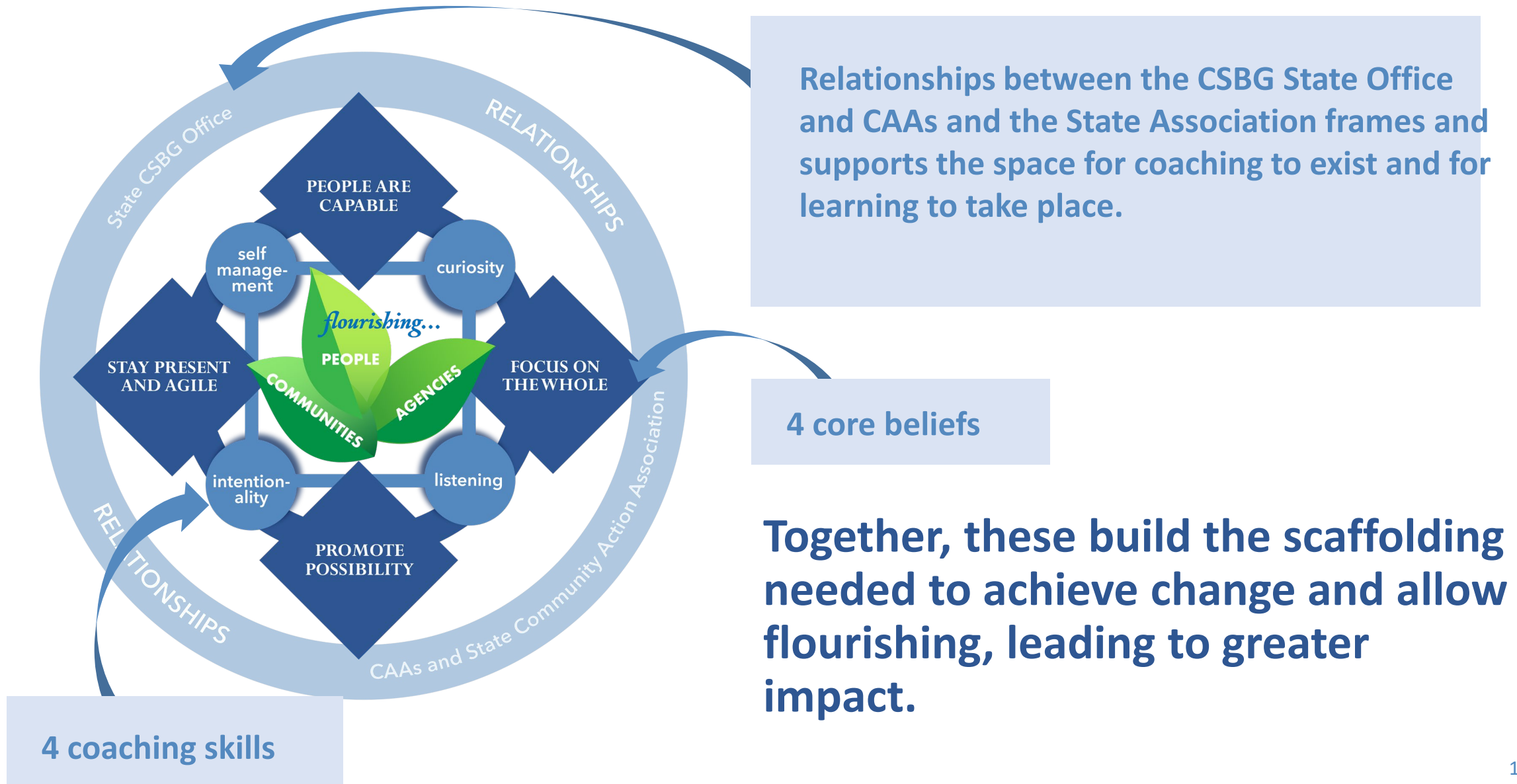
- Coaching is *NOT* telling folks what to do
- Coaching is *NOT* counseling
- Coaching is *NOT* steering or driving the conversation, meeting, relationship in the direction you want to go
- Coaching is *NOT* about you knowing what is best

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



THE CSBG NETWORK COACHING MODEL

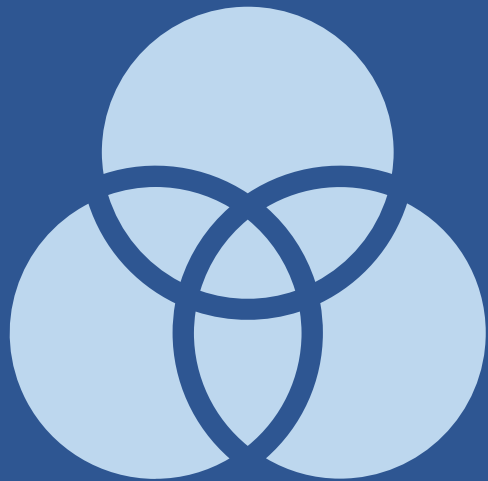


REMEMBER:

“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

RELATIONSHIPS ARE FOUNDATIONAL



- Relationships between the CSBG State Office and CAAs and the State Association 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.
- Pandemic and new staff offer an opportunity to recommit and come at this work anew.
- 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.

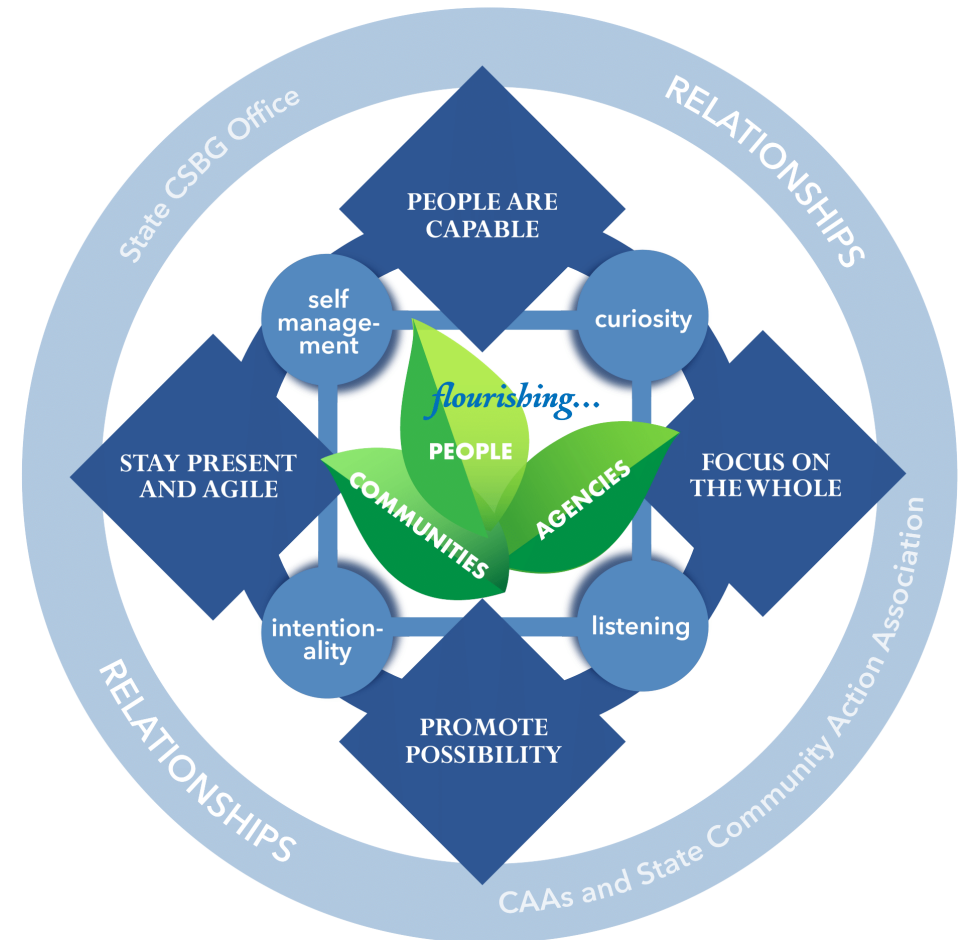
—Kimsey-House, et al.

Strong relationships are key to building such an environment!

BUILDING STRONG RELATIONSHIPS

Two steps CSBG State Offices can take to build strong relationships with local CAAs and State Associations:

- 1 Identify your primary customer
- 2 Adopt and follow guiding principles



COACHING TOOL: RELATIONSHIP-BUILDING

The Relationship-Building Tool outlines steps for State CSBG Offices to take:

- ☐ Consider CSBG Office's primary customer
- ☐ Develop and adopt guiding principles
- ☐ Live out guiding principles in daily work
- ☐ Regularly review principles and improve as needed
- ☐ Commit to relationship-building as ongoing work

■ These principles guide meaningful and constructive partnerships

Mutual respect

Working with others, the office values and recognizes the unique knowledge, ability and independence of people and is committed to treating all persons fairly and maintaining credibility by matching actions with words.

Open communication

Open communication assists in implementing high-quality programs, providing information on new developments, sharing program improvement ideas and developing solutions to problems while working toward a shared vision and goal.

Joint problem solving

The office is open to change and works to explore options for mutually agreeable solutions. The goal is for agencies to function independently with the Office of Economic Opportunity's support meeting the needs of local communities within parameters set by the Minnesota Legislature.

Valuing diversity

As an ally in state government, the office has the responsibility to support the many diverse cultures, perspectives and abilities of people living in poverty. The Office of Economic Opportunity regards diversity as a community and individual asset, and strives to ensure that its work and decision-making processes are mindful of the diversity of people experiencing poverty.

Ethical Code of Conduct

Honesty and integrity are the foundation of the office's work. As stewards of public trust and resources, the office is committed to complying with applicable laws, and acting honestly and ethically.



EXERCISE: Peer sharing and reflecting

You will be randomly assigned
to a breakout room (\approx 8 min.)

Q: How might your office engage in a discussion about establishing guiding principles to strengthen relationships with the CAAs and the State Association in your state?

In the breakout room:

- *Introduce yourselves (your state and role)*
- *Take a look at the Relationship-Building Tool*
- *First person spend 2–3 minutes responding to the prompt (above)*
- *Switch to next person*

COACHING IN PRACTICE: PERFORMANCE MANAGEMENT

- Coaching can be used in many different situations, and as part of many different CSBG Administrators' roles
- 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

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

The National Community Action Network Theory of Change

Community Action Goals

Goal 1: Individuals and families with low incomes are stable and achieve economic security.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3: People with low incomes are engaged and active in building opportunities in communities.



Services and Strategies



Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

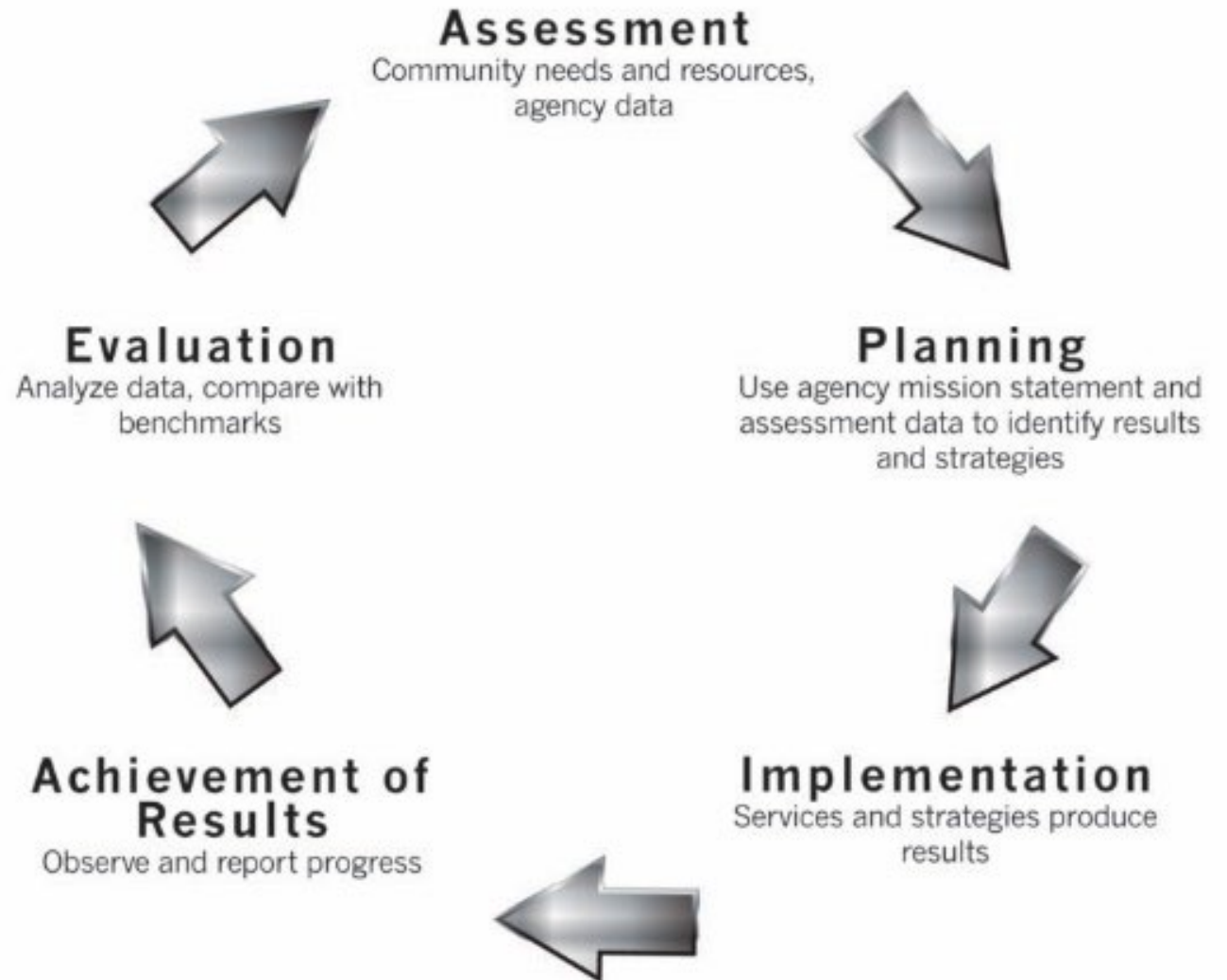
Performance Management



A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

COACHING IN PRACTICE: PERFORMANCE MANAGEMENT

The Results Oriented Management and Accountability Cycle



COACHING IN PRACTICE: ROMA CYCLE

OVERARCHING ROMA QUESTIONS

- What part(s) of the ROMA cycle are happening at this moment?
- Where are opportunities for continuous improvement?
- Where are barriers to continuous improvement?
- Who could help with elements where there are struggles?
- Who else would benefit from understanding more about this?

COACHING IN PRACTICE: ROMA CYCLE

SAMPLE ASSESSMENT & PLANNING QUESTIONS

- What was learned from this assessment and did anything surprise board or staff during the analysis?
- What would you do if you had more time/control/money?
- What strategies did you consider that you did not select? Why did you select the proposed strategies?
- How does this Community Action Plan move you closer to the vision (future place) set for the agency and the mission (today) established to achieve the vision?

COACHING IN PRACTICE: ROMA CYCLE

SAMPLE IMPLEMENTATION & RESULTS QUESTIONS

- What did you plan to achieve?
- What did/have you actually achieved?
- What challenges are you having?
- Where was performance better/worse than expected?

COACHING IN PRACTICE: ROMA CYCLE

SAMPLE EVALUATION QUESTIONS

- What data trend(s) is going in a positive direction in recent years?
- What data is trending in a less positive direction in recent years?
- How does this learning inform decisions you are facing?
- What are you changing based on your learning?

COACHING IN PRACTICE: ORGANIZATIONAL STANDARDS

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 organizational standards assessment?
- Are there particular standards you are interested in improving?
- Where are opportunities for moving beyond the compliance standard to excellence?
- What are barriers you feel you are experiencing?

COACHING IN PRACTICE: ORGANIZATIONAL STANDARDS

SAMPLE MAXIMUM FEASIBLE PARTICIPATION QUESTIONS

- How do you feel about agency efforts to engage the voices of those experiencing poverty?
- What is working, what are you interested in learning?
- What have you learned from the customer satisfaction data you have collected?
- What are you interested in learning from future customer satisfaction data?

COACHING IN PRACTICE: ORGANIZATIONAL STANDARDS

SAMPLE VISION & DIRECTION QUESTIONS

- How are things going related to achieving the goals set out in the current strategic plan?
- If you had it to do over again how would you go about developing your strategic plan?
- How would you like to increase customer, staff, and partner involvement in the development, implementation, and monitoring of the agency strategic plan?
- What do you think is the next “big question” for the board of directors as they set direction for the agency?

COACHING IN PRACTICE: ORGANIZATIONAL STANDARDS

SAMPLE OPERATIONS & ACCOUNTABILITY QUESTIONS

- What areas of human capital management are solid, what areas are thriving and what is keeping you up at night?
- What areas are you considering for learning and growth related to financial operations and oversight (board perspective/staff perspective)?
- In what ways are your systems providing data that helps you improve and how are they falling short?
- Are the systems working to help you deliver value to customers or are they getting in the way?
- What would you do related to data and analysis if you had more time/control/money?



Virginia's Experiences



Community Services Block Grant

Neighborhood Assistance Program

& Other Community Supporting Programs

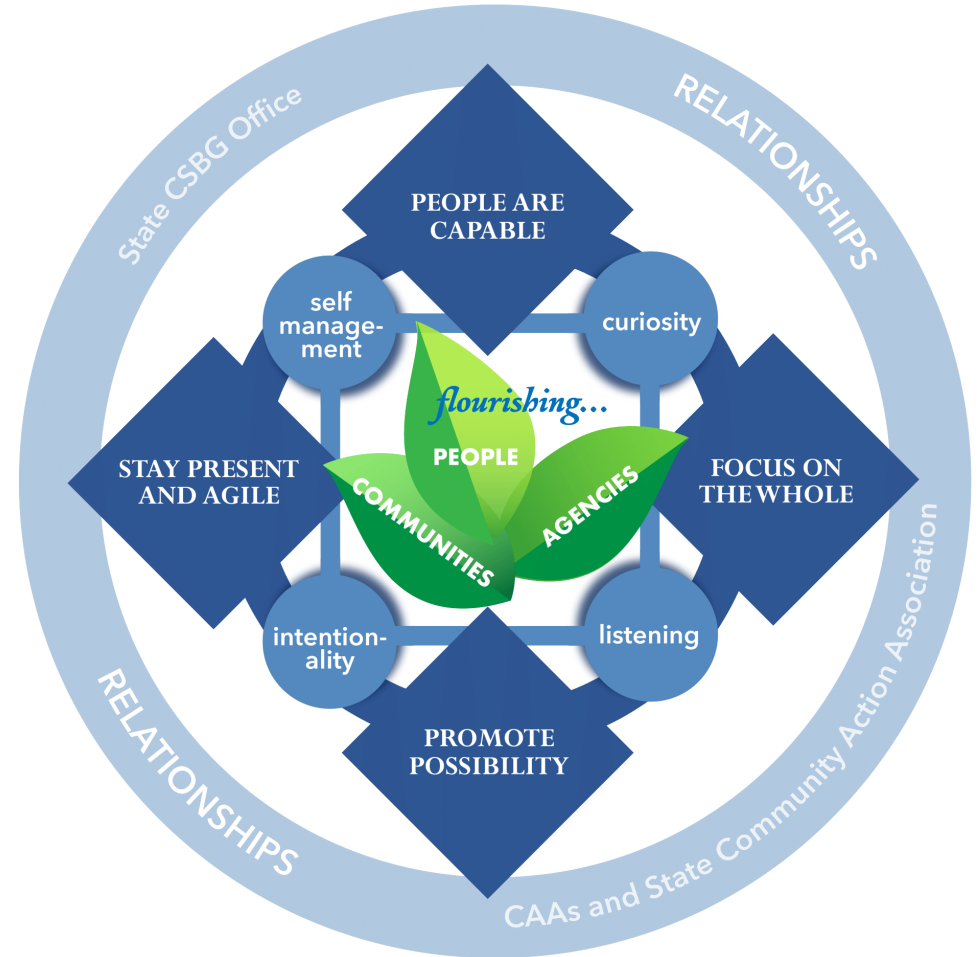
Coaching in Practice: Performance Management

- 28 CAAs and 3 state-wide CAAs serving approximately 100,000 people annually
- Annually approximately \$11 million in CSBG funding and \$7 million in TANF funding
- CSBG FTE = 5

Questions/Discussion

- Questions
- Discussion

*Please send input/feedback/examples
to Jeannie and Joelle*



Coaching Training—*Register now!*

Initial Conference Presentation

(See Attendify Conference Platform for Recording)

Series 1: Using a Coaching Approach to Improve Results

(December 1, 2–3 pm)

Series 2: Coaching for Performance Management

(Today)

Series 3: Coaching and Financial Management

(February 9, 2–3:15 pm)

Peer Coaching Pilot Session at NASCSP Winter Conference

(February 28, 4:00pm)

**Using a Coaching
Approach to
Improve Results: A
*Guide for State
CSBG
Administrators***

**Coaching Guide
Coming Soon!**

This guide and the accompanying tools are under development and will be released as this webinar series progresses.

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Thank You for Attending!