



COACHING

Program and Services



COLORADO
Office of Children,
Youth & Families
Division of Child Welfare

Child Welfare Training System



COACHES HONOR
THE COACHEE AS THE
EXPERT IN HIS OR HER
LIFE AND WORK AND
BELIEVE EVERY COACHEE
IS NATURALLY CREATIVE,
RESOURCEFUL, AND
WHOLE.

WHAT IS COACHING?

Coaching is “an ongoing relationship which focuses on coachees taking action toward the realization of their visions, goals or desires. Coaching uses a process of inquiry and personal discovery to build the coachee’s level of awareness and responsibility and provides the coachee with structure, support and feedback. The coaching process helps coachees both define and achieve professional and personal goals faster and with more ease than would be possible otherwise.”

The International Coach Federation (ICF) recognizes that “coaches honor the coachee as the expert in his or her life and work and believe every coachee is naturally creative, resourceful, and whole.” In alignment with ICF, the Colorado Child Welfare Training System defines coaching as a process by which a coach and coachee cocreate an environment where individuals and teams generate self-awareness, a keen agility with relationships, and courageous action in order to activate the organization’s richest resources and realize the desired outcomes. By partnering with a coach, child welfare staff from all levels will be held compassionately accountable for being their best selves so that they will feel compelled to do the same with the families they serve.

How is coaching different from training or technical assistance?

Provided below are definitions of these different types of professional development support and a framework for thinking about how training, technical assistance, and coaching are different.

Training

The purpose of training is to create a change within a learner that the learner can consistently replicate without variation in the future. Through training, the learner becomes increasingly able to reproduce the learned behavior with fewer errors, greater speed, and under more demanding conditions. Training is based on objectives set out by the training facilitator. Training assumes a linear learning path that coincides with an established curriculum.

Technical Assistance

Technical assistance is professional assistance provided by specialists that can take the form of sharing information and expertise, instruction, skills training, transmission of working knowledge, and consulting services and may also involve the transfer of technical data. The aim of technical assistance is to maximize the quality of practice implementation and impact by supporting administration, management, staff, policy development, capacity building, and so forth. Technical assistance focuses on particular needs and priorities identified by the receiver.





How are training, technical assistance, and coaching different?

	TRAINING	TECHNICAL ASSISTANCE	COACHING
APPROACH	<ul style="list-style-type: none"> • What do you need to support your learning? • Where would you like to go/grow from here? • Foundational knowledge you need includes... • Best practices or skills valuable to this work are... 	<ul style="list-style-type: none"> • Best practices you might want to consider are... • In my experience... • Other counties have experienced success when... • This is how I would recommend you approach this... • This is what is required of you... 	<ul style="list-style-type: none"> • What do you need to support your learning? • Where would you like to go/grow from here? • Based on what you've learned in training/ through TA, what's your vision? • What is possible? • What will you do to get to your vision?
ACTIONS	<ul style="list-style-type: none"> • Explore • Inquire • Teach • Assess • Practice skills 	<ul style="list-style-type: none"> • Direction • Guidance • Advice • Sharing of methods, techniques, strategies, information, and resources 	<ul style="list-style-type: none"> • Explore • Inquire • Activate new ways of thinking, doing, being—personally and professionally

Adapted from: Rein, L. (2013, April 22). What is executive coaching? *DesignIntelligence*. Retrieved from www.di.net/articles/what-is-executive-coaching/



THIS WAS A
COLLABORATIVE
WORKING RELATIONSHIP
AND WHILE MY COACH
HELPED GUIDE IT, SHE
DIDN'T PUSH A CERTAIN
AGENDA.

- County supervisor

Coaching Services: Support for Internal Coaching Programs

Upon request, CWTS coaching staff will provide training and technical assistance with counties, as they desire, to cocreate county-based coaching programs.

Activities may include the following:

- facilitating a visioning session with leadership teams
- facilitating a town hall session with staff to assess interest and earn buy-in
- providing technical assistance to cultivate a coach's job description and plot the recruitment and development process
- participating in the process of interviewing and selecting a coach
- partnering with a leadership team to implement the program
- delivering one-on-one and group coaching services with county coaches and their leaders



COACHING HELPED ME
HOME IN ON WHO MY
AUTHENTIC SELF IS,
WHAT I NEED, AND WHAT
I CAN BRING OR OFFER
TO OTHERS.

- County supervisor

Coaching Services: **Leadership and Team Coaching**

Upon request, CWTS coaching staff may provide coaching one-on-one with leaders and in a group setting with leaders and their teams.

Coaching may involve enhancing the coachee's ability to demonstrate the following overarching leadership competencies:

- leading in context: building a culture of collaboration
- leading people: workforce development
- leading for results: accountability
- leading change: goal setting

By partnering with a coach, child welfare leaders and teams will be held compassionately accountable for being their best selves. The goal is for them to model, through leadership, the interactions and outcomes they desire for the workforce they lead.



I WALKED AWAY FROM
EVERY SESSION HAVING
IDENTIFIED MORE
ASPECTS OF WHO I
REALLY AM.

- County supervisor

Coaching Services: **Individual and Group Coaching**

Upon request, CWTS coaching staff may provide one-on-one and group coaching for child welfare staff across all levels of an organization, including county-based coaches and trainers.

Coaching may involve enhancing the coachee's ability to demonstrate the following overarching child welfare competencies:

- engaging with staff and families
- effectively assessing and addressing safety and risk
- employing culturally responsive thinking, language, and interactions
- promoting balanced, thoughtful, accountable, productive, and appreciative leadership

By partnering with a coach, child welfare staff from all levels will be held compassionately accountable for being their best selves. The goal is for them to feel compelled to do the same with the families they serve.



MY CWTS COACH
DEMONSTRATES A KEEN
UNDERSTANDING OF
HOW TO ELICIT GROWTH
WITH PATIENCE AND
ENCOURAGEMENT.

- County-based coach

Coaching Services: **Convening of the Colorado Coaches Collaborative**

Per the request of the county-based coaches in Colorado, CWTS facilitates a quarterly convening of the Colorado Coaches Collaborative as a learning community of professionals involved in coaching throughout the state.

The quarterly convening involves the following:

- sharing of county-specific coaching program updates and resources
- facilitating a group supervision process for coaches, focused on developing critical thinking and engagement skills for coaching
- facilitating skill-building activities designed to enhance coaching skills



Coaching Services: **Facilitation of a Coaches College for Colorado**

The Kempe Center offers a robust learning experience designed to train professionals in Colorado who provide coaching services for child welfare staff within their organization.

Based in the coach competencies created by the International Coach Federation, the Kempe Center's Coaches College includes a conglomeration of facilitated online, virtual, and in-person learning experiences intended to cultivate coaches with the essential values, attitudes, skills, functions, and insights vital to coaching person-centered change within a child welfare system.

The Coaches College is delivered in Colorado based on demand and interest from the counties. Registration is available through the CWTS course registration website.

I CAN DEFINITELY SAY
THAT MY COACH HAS
LED ME TO REALIZE MY
LIFE PASSION AND HAS
BEEN INSTRUMENTAL IN
GUIDING MY THINKING
AND APPROACH TO MY
WORK.

- County-based coach



For more information

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Visit our website:
<http://www.coloradocwts.com/coaching>