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 Kempe Center 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.
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?

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<td>• Best practices you might want to consider are...</td>
<td>• What do you need to support your learning?</td>
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<td>• Where would you like to go/grow from here?</td>
<td>• In my experience...</td>
<td>• Where would you like to go/grow from here?</td>
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<td>• Foundational knowledge you need includes...</td>
<td>• Other counties have experienced success when...</td>
<td>• Based on what you’ve learned in training/through TA, what’s your vision?</td>
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<td>• Best practices or skills valuable to this work are...</td>
<td>• This is how I would recommend you approach this...</td>
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<td>• This is what is required of you...</td>
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<td>• What will you do to get to your vision?</td>
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<td>• Teach</td>
<td>• Advice</td>
<td>• Activate new ways of thinking, doing, being—personally and professionally</td>
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<td>• Assess</td>
<td>• Sharing of methods, techniques, strategies, information, and resources</td>
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<td>• Practice skills</td>
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Coaching Services: Support for Internal Coaching Programs

Kempe Center coaches will provide training and technical assistance with counties, as they desire, to co-create or reconceptualize 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

- County supervisor

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

**Leadership and Team Coaching**

Upon request, the Kempe Center coaching team 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.

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: Individual and Group Coaching

Upon request, the Kempe Center coaching team 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.

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

- County supervisor
Coaching Services: Convening of the Colorado Coaches Collaborative

The Kempe Center coaching team facilitates a quarterly convening of the Colorado Coaches Collaborative as a learning community of leaders and 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

- County-based coach
I can definitively 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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