



Coaching, *an Invaluable ESC Resource*

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From our national website: Coaching Services



Benefits

Research on organizations that have taken advantage of coaching finds the following impacts:

- Stronger leadership capabilities
- Improved knowledge of oneself and how to respond and work with others
- Enhanced knowledge of tools and resources available to increase job performance
- Reduced stress and improved productivity

Does your affiliate offer Coaching as a service?

What is coaching?

- Executive Coaching
- Life or Personal Coaching
- Mentoring
- Leadership Coaching

Google search for Coaching certification programs: 25.1 million hits

Coaching Definition

A process that supports individuals to make more conscious decisions about their professional and personal lives.

*Coaching for Change,
Coaching and Philanthropy Project (2008)*

Coaching Definition

The [International Coach Federation](#) (ICF) -- the leading global coaching organization and professional association for coaches -- defines coaching as:

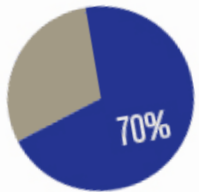
"partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential."

Benefits and Value: Studies

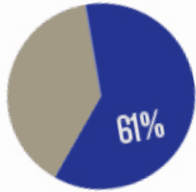
Data supports value of coaching

Increased Productivity

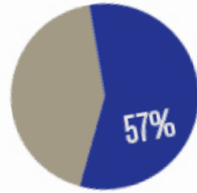
Professional coaching maximizes potential and, therefore, unlocks latent sources of productivity.



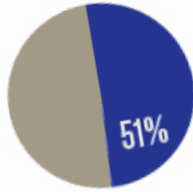
Improved Work Performance



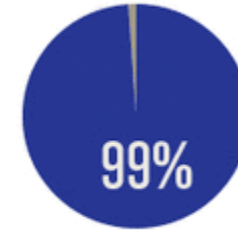
Improved Business Management



Improved Time Management



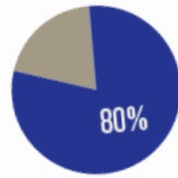
Improved Team Effectiveness



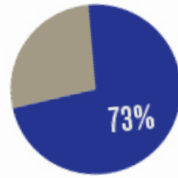
“Somewhat” or “Very Satisfied” with overall experience

Positive People

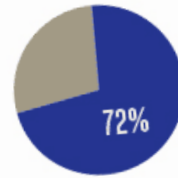
Building the self-confidence of employees to face challenges is critical in meeting organizational demands.



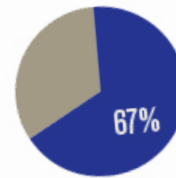
Improved Self-Confidence



Improved Relationships



Improved Communication Skills



Improved Life/Work Balance

- Source: ICF Global Coaching Client Study was commissioned by the ICF but conducted independently by PricewaterhouseCoopers.

Benefits and Value: Studies

The purpose of coaching	% of organizations surveyed (over 500 organizations)
Performance Management	40%
	(about 20% of these to address poor performance)
Leadership Development	23%
Talent and Succession Planning	15%
Engagement	10%
Change Management	10%

*Source: 2009 Study, TAKING THE TEMPERATURE OF COACHING.
Chartered Institute of Personnel and Development, www.cipd.co.uk*

Our Coaching clients describe their ESCC Coach:

- Supportive
- Challenged me
- Saved
- Trusted, relationship
- Confidant
- Insightful
- Held me accountable
- A therapist
- Forced me to think
- Helped improve my job performance
- Focused on what's important
- Inspired me
- Helped put leadership training to practical use
- Listened, understood
- Motivated me

How do we provide coaching?



Satellite offices!



To whom

In 2016 to date, ESCC has had 53 coaching engagements:

- Leadership Development support
- CEO or Senior Staff Professional Development
- New hire or position support

In most recent years, the nonprofit interest in all kinds of coaching has grown

Coaching Engagements

- Professional Development / Leadership Development Support
- Objective Based
- On Boarding
- Training Support

Training

- Core: Nonprofit Essentials
- Core: How to Be an Effective ESCC Consultant
- Coaching for Change (fundamentals)
- Advanced Coaching
- EXCEL Coaching (part of NLIGC program)

Tools

- Strengths Finders Assessment
- Emotional and Social Intelligence
- Personal and Professional Wheel
- SVP Organizational Assessment Tool

The ESCC Advantage

Can draw on significant leadership and management experience and career success!

Watch-outs

- Not one-person consulting
- Not a substitute for ESC Consulting or Training services
- Guard against creating dependency
- Confidentiality issues

Core Coaching Practices common in most models

The experience of having someone...

- Ask me what's important to me now, what do I want to accomplish.
- Ask me questions about how I came to identify that priority.
- Ask me what success would look like if I addressed my priority.
- Ask me about my personality and style, how I like to work on priorities in my life.
- Ask me what relevant and realistic actions I might take to address my current priority.
- Ask me what I'm learning as I'm working to address the priority.

Summarizing the DOs and DON'Ts of Coaching

Do	Don't
Do ask open ended questions	Don't ask yes/no questions
Do enable your client to determine options and answers	Don't assume you have the right answer
Do raise issues that allow your client to assess options	Don't judge your client's answers
Do actively listen	Don't impose solutions

Temptation / Frustration

"You are going to be tempted to judge yourself as a coach by how well your participants perform. That's a mistake and it leads to a bad place. Your participants' successes and failures are their own. You cannot take credit for their successes, and you cannot take the blame for their failures.

Your job is to empower those you coach; when you do for them what they should be doing for themselves, you create entitlement and dependency rather than empowerment.

It is incredibly frustrating when you see amazing possibilities for the people you are coaching, and you want it more for them than they want it for themselves. Don't give in to that frustration!"

- *2016 Matthew Kelly, Floyd Consulting*

Coaching is NOT Fixing!

- ▶ The Client is Creative, Resourceful and Whole
- ▶ The Client is the Expert on their situation
- ▶ The Agenda comes from the Client
- ▶ Focus on coachee's strengths and ways to maximize

Special Provision in Coaching Engagement Contracts

SPECIAL NOTE ON RESPONSIBILITIES IN A COACHING AGREEMENT

To ensure success, coaching engagements require full participation of both parties, the coach and the person being coached, referred to as the “coachee.” ESCC agrees to provide a qualified coach who will work directly with the coachee and will commit the required time and effort to provide the coaching meetings and work between meetings. In turn, the coachee agrees to fully participate in this engagement through responsiveness to contact from the Coach, attendance at scheduled sessions and active involvement between sessions as determined in the coaching engagement. If at any time, this relationship and commitment is determined to be lacking or ineffective, ESCC will notify the Client to determine actions needed, with the possible result being a mutual decision to discontinue the engagement.

Legal advice: Confidentiality Clause in Coaching Engagements

Coaching Notes.

For Services that involve one-on-one coaching with a Client staff member, ESCC in its discretion may choose to make a record of those sessions (e.g., “coaching notes”) to track progress toward coaching engagement objectives. ESCC has no obligation to create Coaching Notes nor to maintain a copy of Coaching Notes for any period of time. All Coaching Notes are considered ESCC confidential information; ESCC has no obligation to share any details or other aspects of the Coaching Notes with Client. However, in some instances, ESCC in its discretion may choose to provide Client with a summary or other high level reporting on the progress of such coaching as it relates to Project objectives.

The Future

**"If someone offers you
an amazing opportunity
and you're not sure you
can do it, say yes-then
learn how to do it later."**

- Richard Branson

What's next in Cincinnati?

- Continuously expanding and improving training
 - Coaching for Change (fundamentals)
 - Advanced Coaching Skills
 - EXCEL Coaching
 - And seek outside resources for specific training needs
- Recruiting coaches outside the current roster of volunteers
- Continue to offer quality coaching
- Increasing promotion of coaching services



What's next for ESC?

ESC US Challenge: How to elevate this invaluable resource to nonprofits?

- Capitalize on core ESC strength (key advantage)
- Opportunity to explore:
 - What if we created an **“ESC” Certification?**
 - Shared resources and trainings?
 - Adopted Standards of excellence?
- Benefits? Increased impact to nonprofits

Questions???

Our mission:

Our dedicated volunteers provide expert consulting that enables community organizations to effectively advance their missions.



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and Consultant and Coach

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Course Reading List

- ▶ Strengths Based Leadership – Great Leaders, Teams, and Why People Follow, © 2008, Tom Rath and Barry Conchie
- ▶ Good To Great and the Social Sectors, A Monograph to Accompany Good to Great, © 2005, Jim Collins
- ▶ Primal Leadership – Unleashing The Power of Emotional Intelligence, © 2013, Daniel Goleman, Richard Boyatzis, Annie McKee
- ▶ The Truth About Leadership, © 2010, James M. Kouzes and Barry Posner
- ▶ The Five Dysfunctions of a Team, A Leadership Fable, © 2002, Patrick Lencioni

“Primal Leadership - Leading with Emotional Intelligence”

- By Daniel Goleman, Richard Boyatzis & Annie McGee.
- Great resource for you and for your client in the nonprofit world
- Basic premise of EI and Leading with EI...
 - The focus on relationship-building through self-awareness
- All competencies are learnable skills of leadership:
 - Self Awareness
 - Self Management
 - Social Awareness
 - Relationship Management