Introduction to Coaching:

Ramsey County Workforce Solutions Department
MFIP/DWP Career Coaching Staff Development and Training

July 13 - 16, 2015
Agenda

Meet your Trainers
Key Learning Objectives
Ramsey County’s System Change
What is Coaching?
Coaching & Motivational Interviewing
  • Coaching Tenet One (Person-Centered)
  • Coaching Tenet Two (Relationship Based)
    • How and when to utilize Powerful Questions
  • Coaching Tenet Three (Goal-Driven)
When Should I use MI and Coaching?
Review and Wrap-up
Contact Information
Meet Your Trainers

- **Renee Benson: Public Consulting Group – Consultant & Trainer**
  - Certified Life and Certified Stress Management Coach, Certified in Motivational Interviewing
  - Focus areas: facilitation, training, coaching, curriculum design, program design, process improvement, capacity building, and organizational performance.
  - Bachelor of Science in Business, with a focus in Organizational Management and Leadership.

- **Petie Booth: Public Consulting Group – Consultant & Trainer**
  - Certified in Motivational Interviewing
  - Former employment specialist for refugees, asylees and immigrants in workforce development systems. Managed case loads, built employer relationships, ran short term job training and job preparation classes, coached clients to self-sufficiency. Current TANF consultant for state and local governments.
  - Bachelor of Arts in Government, Masters in Business Administration candidate
Key Learning Objectives

Upon completion of this training, participants will be able to:

1. Illustrate how Coaching fits into systems change

2. Introduce and explain the Coaching Framework

3. Understand the main similarities and differences between Coaching and Motivational Interviewing (MI).

4. Practice how and when to use Powerful Questions

5. Identify when to use MI and/or Coaching with participants.
Ramsey County System Change
Coaching is part of our systems change effort

Ramsey County MFIP/DWP Systems Change

Essential Skills  Life Long Learning  GAP Tool

Unleashing Power

My Bridge of Strength  Coaching  Motivational Interviewing
Why Ramsey County Selected a Coaching Approach

<table>
<thead>
<tr>
<th>Focus of Past System</th>
<th>Focus of the Current and Future System</th>
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<tbody>
<tr>
<td>Process driven measures</td>
<td>Outcome driven measures</td>
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<tr>
<td>Staff driven goal development</td>
<td>Participant driven goal development</td>
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<tr>
<td>Support inability</td>
<td>Unleash ability</td>
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<tr>
<td>One-size-fits-all</td>
<td>Individuality &amp; Choice</td>
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How Coaching leads to improved participant and organizational outcomes

Coaching helps participants cope with stress by introducing tools that build the essential skills needed to manage crisis and succeed in the workplace.
Coaching supports essential skills needed by employers because it...

1. Focuses on self-management and self-regulation.

2. Provides tools and builds capacity for independent thinking, problem solving, and goal setting.

3. Targets specific, measurable behaviors such as shared responsibility and accountability.

4. Encourages positive habit formation.

Adapted from Dawson & Gaure
What is Coaching?
Coaching Defined....

*Coaching is a professional relationship that helps people produce extraordinary results in their lives, careers, organizations or businesses, helping them bridge the gap between where they are now and where they want to be.*

~ Jim Merhaut ~
Coaching: One tool in the toolbox

- Coaching is both an applied mindset and a set of techniques.

- Coaching is one of many techniques that can be applied when working with participants.

- Coaching is a tool that nudges participants in areas of their lives where they are engaged and want to make steps forward.

- Coaching is an important technique that will be applied in tandem with My Bridge of Strength and the GAP tool.
Coaching Framework

COACHING

Person Centered

Relationship Based

Goal Driven
Person-Centered

- Seek to recognize the participants unique dreams, resources, and strengths.

- Unleash the power in others - power exists within the participant.

- Progress is made when participants own their choices, decisions and goals.

- Encourage progress, even if it is slow and takes place over time.

- Maintain patience in the presence of setbacks.
## Relationship-Based

<table>
<thead>
<tr>
<th>Mindset (mental attitude)</th>
<th>Toolkit (techniques)</th>
<th>Coaching Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership of Equals</td>
<td>Active Listening</td>
<td>Authentic</td>
</tr>
<tr>
<td>Choice</td>
<td>Powerful Questions</td>
<td>Empathetic</td>
</tr>
<tr>
<td>Patience</td>
<td>Constructive Feedback</td>
<td>Professional</td>
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<td>Self-awareness</td>
<td>Affirmation</td>
<td>Productive</td>
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</table>
Goal-Driven

- Action-oriented

- Future focus: Attention is on moving forward, not looking backward

- Participant Responsibility
  - Goal identification
  - Goal achievement

- Coach’s Responsibility
  - Goal guidance
  - Encouragement
  - Accountability
“Coaching, by and large, is a pragmatic trade drawing on borrowed theory”
- Rogers, 2012

<table>
<thead>
<tr>
<th>Original Field</th>
<th>“Borrowed Theory”</th>
<th>Evidence</th>
<th>Coaching Application</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Psychotherapy:</strong> Carl Rodgers</td>
<td>“Person-centered” approach and “Learner-centered teaching”</td>
<td>1941 – first study showing effectiveness.</td>
<td>Non-directive, non-threatening, facilitator of learning</td>
</tr>
<tr>
<td><strong>Cognitive-Behavioral Field:</strong></td>
<td>“Correspondence Training”: verbal commitment to engage in behavior</td>
<td>Risley and Hart (1968) and Paniagua (1992)</td>
<td>Goal setting techniques</td>
</tr>
<tr>
<td><strong>Education:</strong> Vygotsky’s notion of the zone of proximal development</td>
<td>“Scaffolding”: the graduated use of questions to support students without giving them answers</td>
<td>A foundational teaching technique used nationally</td>
<td>Goal attainment technique</td>
</tr>
</tbody>
</table>

Guare and Dawson, 2012; Rogers, 2012.
Coaching Techniques Showing Promise in Welfare to Work

Participants with Job Club instructors who used coaching techniques were 20% more likely to become employed.

*Data from PCG San Diego WTW Program

Crittenton Women’s Union has seen an increase in wages from $5.36/hour to $20.18/hour for participants in their Mobility Mentoring program, which emphasizes coaching as the main case management technique.

*Data provided by Crittenton Women’s Union
Coaching & Motivational Interviewing (MI)
Activity: Motivational Interviewing (MI) Review

1. Work in groups

2. Complete the MI Review Worksheet together
## Development, Research and Application: MI vs. Coaching

<table>
<thead>
<tr>
<th>MI</th>
<th>Coaching</th>
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<tbody>
<tr>
<td>Addiction Counseling</td>
<td>Multiple “helping” professions</td>
</tr>
<tr>
<td>Born in the 1980’s</td>
<td>Currently Emerging</td>
</tr>
<tr>
<td>Clinical Psychologists: Miller and Rollnick</td>
<td>Multiple Leaders</td>
</tr>
<tr>
<td>185+ studies on MI effectiveness in treatment, retention, engagement and outcome</td>
<td>Evidence-based finding are promising, spurring further research</td>
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</tbody>
</table>
If we were training on MI... it would be 1989
MI vs. Coaching Tenet One

MI Spirit vs. Coaching Mindset
Complementary Mental Attitudes…

### MI Spirit
- **Collaboration**
  - A partnership that honors the client’s perspective
- **Evocation**
  - Resources for change lie within the client
- **Autonomy**
  - Affirmation of the client’s right to self-determination

### Coaching Mindset
- **Partnership of Equals**
  - A partnership that honors person’s expertise and experience
- **Ownership**
  - Progress is made when individuals are in the drivers seat of their journey
- **Choice**
  - The participant is resourceful and can choose how he/she responds to life
… but they are different:

1. **The power relationship is different**
   - Therapist or Doctor vs. Coach

2. **The problem was originally different**
   - Addiction vs. Lack of Resources

3. **The starting point is different**
   - Evocation vs. Ownership
MI vs. Coaching Tenet Two
What parts of MI don’t apply to Coaching?
### MI techniques not prevalent in Coaching

<table>
<thead>
<tr>
<th>MI Technique</th>
<th>Coaching Alternative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Ambivalence to Change”</strong></td>
<td>Coaching is <strong>strength based</strong>, meaning that coaching techniques are used in the parts of a participants’ life where they are already showing some engagement and motivation.</td>
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<tr>
<td></td>
<td>There is far less emphasis on creating a break from the past or status quo. Coaching <strong>looks forward</strong> almost exclusively, building and encouraging <strong>self-awareness</strong> around strengths and weakness of current situations and future plans.</td>
</tr>
<tr>
<td></td>
<td>Rather than evoking desire to change through change talk, the coach focuses on developing a <strong>participant sense of ownership</strong> of their progress through goal setting and tracking.</td>
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<tr>
<td><strong>“Develop Discrepancy”</strong></td>
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<td></td>
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<tr>
<td><strong>“Change Talk”</strong></td>
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MI was originally used with clients who had chemical and psychological dependencies and resisted treatment.

An MI technique wherein the therapist highlights the clients own conflicting feelings regarding change.

MI technique where the therapist reflects back the participant’s arguments for change.
### MI techniques not prevalent in Coaching

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<th>MI Technique</th>
<th>Coaching Alternatives</th>
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<td>“Rolling with Resistance”</td>
<td>Coaching does not assume that the participants are resistant. This MI technique is useful in coaching, but <strong>not prominent</strong> in coaching theory.</td>
</tr>
</tbody>
</table>

- **“Rolling with Resistance”**
  - MI is a technique that helps therapists make progress with extremely difficult participants. Resistance is expected.
Where do MI and Coaching Techniques Overlap?
They Overlap a Lot!

Seeing Resourcefulness

**Shift in Solution Ownership**
Belief that Change is Possible

Accurate Empathy  Hope  Supporting Self-Efficacy

**Patience**  Respect for the Participant
Belief that the Participant has a Choice

**Avoiding Mental Judgments**
Optimism  Belief in Personal Control
Overview of Key Coaching Techniques:

- Active Listening
- Encouragement & Celebration
- Powerful Questions
- Goal Setting
- Constructive Feedback
The Art of Active Listening

- Removing all distractions
- Listening to speaker’s signs and sounds
- Using Reflective Statements
- Summarizing
Overview of Key Coaching Techniques:

- Active Listening
- Powerful Questions
- Encouragement & Celebration
- Goal Setting
- Constructive Feedback
Powerful Questions in Coaching versus Motivational Interviewing

- Coaching is less strict about the percentage of open-ended vs. closed-ended questions used.
  - **TAKE AWAY: Less regimented**

- Coaching sees powerful questions not only as a tool for engagement and evocation but as an important tool for ownership, goal setting, and problem solving.
  - **TAKE AWAY: Holds a different purpose**
Summary: Similarities in MI and Coaching Techniques

**MI**

- Open-end Questions
- Affirmations
- Reflective Statements
- Summaries

**Coaching**

=

- Powerful Questions
- Encouragement & Celebration
- Active Listening
Practicing Powerful Questions
Powerful Questions help because they...

• Resolve and avoid distracting conflict (MI)

• Encourage participants to set goals they are willing and able to keep (MI & Coaching)

• Help participants learn how to problem solve and find their own solutions (Coaching)

• Develop participants’ essential skills by encouraging self-reflection, self-discovery and problem ownership (MI & Coaching)

• Improve outcomes (Coaching)
## Closed versus Open-Ended Questions

**Closed-Ended questions elicit “yes/no” or single word answers.**

**Use close-ended questions when:**
- You’ve met with the participant at least three times and have built a strong relationship with them
- You are about 4-5 minutes into the conversation and have used active listening techniques and open-ended/powerful questions
- You only want a yes/no, or very simple answer

**Open-Ended questions cannot be answered with “yes/no.”**

**Use open-ended questions:**
- In your first three meetings with a person
- When the person hasn’t made a commitment or set a goal yet
- When the person is struggling with something
- When you need the person to take action
# Converting Closed-Ended Questions to Powerful, Open-Ended Questions

<table>
<thead>
<tr>
<th>Closed-Ended Questions</th>
<th>Open-Ended Questions</th>
</tr>
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<tbody>
<tr>
<td>“Don’t you want to keep your cash assistance?”</td>
<td>“What are the benefits of participating?”</td>
</tr>
<tr>
<td>“Do you have a car?”</td>
<td>“So, tell me about how you get around town?”</td>
</tr>
<tr>
<td>“Can’t you just go to ask the school to send me the information?”</td>
<td>“What are some solutions to this problem?”</td>
</tr>
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Activity: Powerful Questions Worksheet

Exercise One: Converting Closed-Ended Questions

1. Find a partner you don’t know or don’t work with often.

2. Work together on the Powerful Questions Worksheet, Exercise One: Converting Closed-ended Questions
Not all Open-Ended Questions are “Powerful”

Open-Ended Questions

- “What if you bought a planner and wrote your appointments down?”

- “Have you looked into programs that aren’t so expensive and would allow you to be at home more to watch your kids, cook and clean?”

Why its not “Powerful”

- This question gives advice. It problem solves for the participant, rather than asking the participant to problem solve for themselves.

- This might not be judging if the participant showed concern about being at home more. But if they did not, this question puts a value judgment on the decision the participant is making.
Activity: Powerful Questions Worksheet

Exercise Two: Forming Good Questions

1. Find someone you haven’t partnered with during this training.

2. Using the “Forming Good Questions” exercise in your Participant Guide, work with your partner, to write a powerful, open-ended question.
MI and Coaching are similar techniques, but are used for different purposes

<table>
<thead>
<tr>
<th>Why use MI?</th>
<th>Why use Coaching?</th>
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</thead>
<tbody>
<tr>
<td>- Build Rapport</td>
<td>- Build Rapport</td>
</tr>
<tr>
<td>- Overcome Resistance</td>
<td>- Build on areas of current engagement</td>
</tr>
<tr>
<td>- Motivate and Engage</td>
<td>- Develop Essential Skills</td>
</tr>
<tr>
<td>-</td>
<td>- Assist in Goal Attainment</td>
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**Ultimate Goal:**
*Participant commits to change*

**Ultimate Goal:**
*Participant is self-sufficient*
MI vs. Coaching Tenet Three
What does Coaching offer that MI does not?
Coaching revolves around goals setting and attainment. Why are goals important?
Goal setting works because it...

Directs Behavior

Encourages Persistence

Energizes

Dawson & Guare
Research on Goal Setting

- *SMART goals work better than generalized “try your best” goals.*

- *Rewarding progress is more effective than punishing setbacks.*

- *It is better when people set their own goals because they usually:*
  
  - *set higher goals for themselves than others would set for them,* and
  
  - *their goal attainment success rate is higher.*
Good goal setting leads to engagement and participation in activities that matter:

**Employment Activities**
- Employment
- Self Employment
- OJT
- Paid and Unpaid Work Experience

**Training and Education Activities**
- GED
- Post Secondary Training and Education

**Other Activities**
- Social Services
- Assessment
- ESL and Functional Work Literacy
- Social/Legal/Health Related
- Job search & Job readiness
- Disparities Reduction Strategy Services
When Should I use MI and/or Coaching?
Motivational Interviewing + Coaching: The Dynamic Duo

MI

COACHING

PROGRESS IS NOT LINEAR
Participant Action vs. Our Reaction

When the participant is:
- Arguing
- Interrupting
- Ignoring
- Denying

We are:
- Using resistance strategies
- Problem recognition
- Concern
- Optimism
- Intention

Column 1

Column 2
- Seeking solutions
- Trying to juggle
- Taking action
- Facing road blocks

Column 3
- Using elicitation strategies
- Using goal setting strategies

Adapted from Miller & Rollnick, 2002

MOTIVATIONAL INTERVIEWING       COACHING
Coaching through Crisis

Ramsey County Workforce Solution's My Bridge of Strength

<table>
<thead>
<tr>
<th>Name:</th>
<th>Date:</th>
<th>Case #:</th>
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</table>

<table>
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<tr>
<th>Family Stability</th>
<th>Well-Being</th>
<th>Education</th>
<th>Financial and Legal</th>
<th>Employment</th>
<th>Workplace Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Dependent Care</td>
<td>Transportation</td>
<td>Health</td>
<td>Children's Behavior</td>
<td>Social Support</td>
</tr>
<tr>
<td>I have stable and safe unsubsidized housing</td>
<td>I have reliable transportation and backup</td>
<td>I have reliable transportation and backup</td>
<td>No health concerns affect my employment</td>
<td>Behavior does not limit my employment</td>
<td>I have consistent and effective social support and/or a leadership role in the community</td>
</tr>
<tr>
<td>I have stable and safe housing that is subsidized</td>
<td>I have reliable child care but no backup</td>
<td>I have reliable transportation but no backup</td>
<td>Health concerns sometimes affect my employment</td>
<td>Behavior sometimes affects my employment</td>
<td>I have generally reliable social support that is growing</td>
</tr>
<tr>
<td>My family has no housing</td>
<td>I have no child care</td>
<td>I have transportation options but they are not reliable</td>
<td>Health concerns often affect my employment</td>
<td>Behavior affects my employment</td>
<td>I have limited social support, network with few positive influencers</td>
</tr>
<tr>
<td>I am living in temporary housing, unsafe housing, or am at risk of losing housing</td>
<td></td>
<td></td>
<td>Health concerns prevent my employment</td>
<td>Behavior prevents my employment</td>
<td>I have no social support; my network is draining or destructive</td>
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Activity: Case Studies

1. Review the situations in your Participant Guide.

2. Follow the Instructions and determine the appropriate technique to use: MI or Coaching.
Review and Wrap-Up
What we learned.....

- Coaching is a part of Ramsey County Workforce Solutions’ big picture vision
- Coaching is person-centered, relationship based, and goal driven.
- Coaching can improve our relationships with participants
- How and when to utilize Powerful Questions
- Coaching vs. Motivational Interviewing (MI): Similar with key differences
- Coaching + MI = The Dynamic Duo
Questions
SURVEY
Contact Information

Renee Benson
Consultant
rbensonl@pcgus.com
(615) 983-5347

Petie Booth
Consultant
mbooth@pcgus.com
(303) 357-4647
References


• Odyssey Training Center, Motivational Interviewing, course handouts. Denver, Colorado.
