



Coaching Volunteers for Success

Moving Forward for Children Modules

Working with Volunteers Series



Objectives



Highlight differences between control and coaching
Identify personal supervisory strengths and challenges

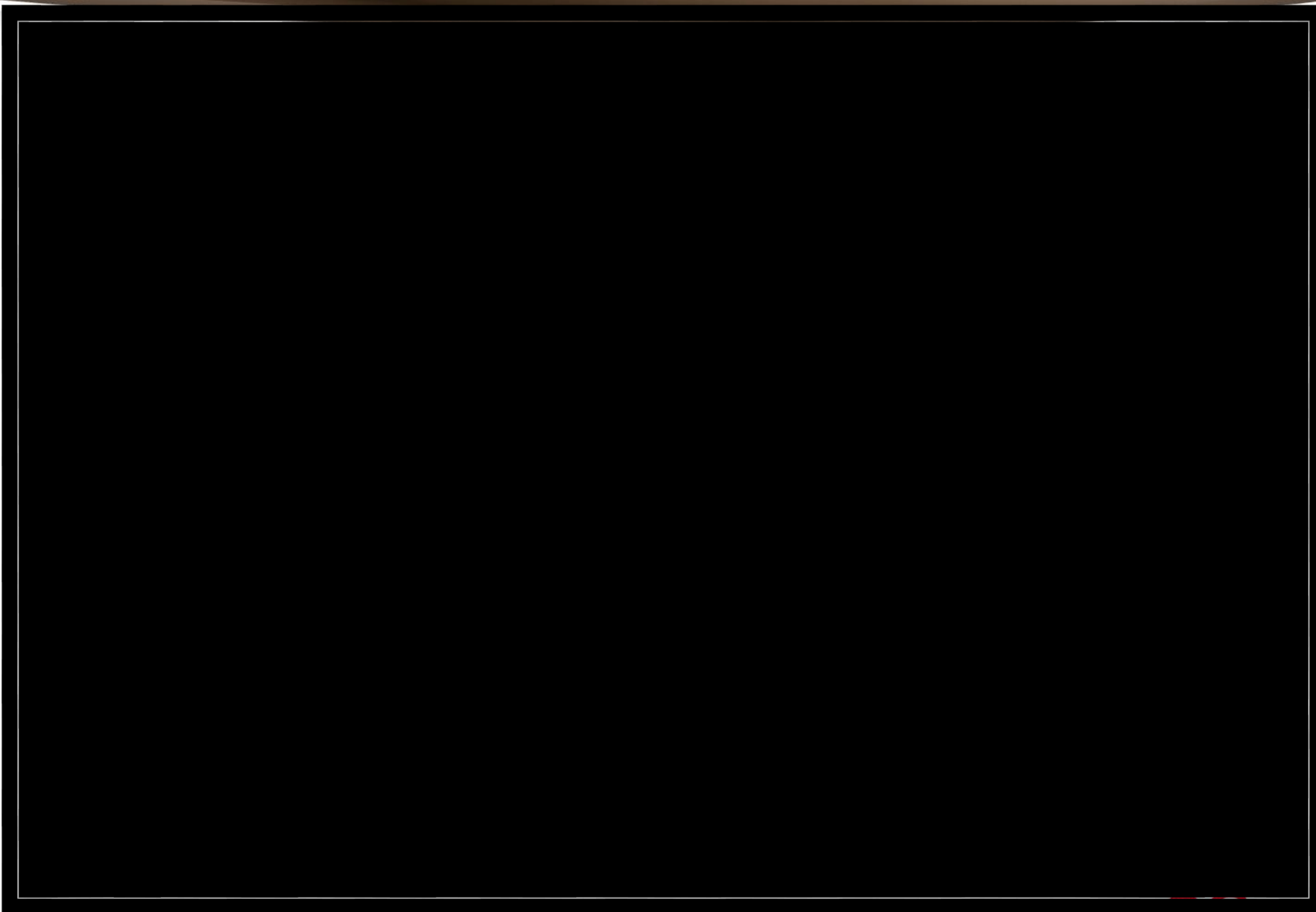


Coaching best practices
Demonstrate coaching skills

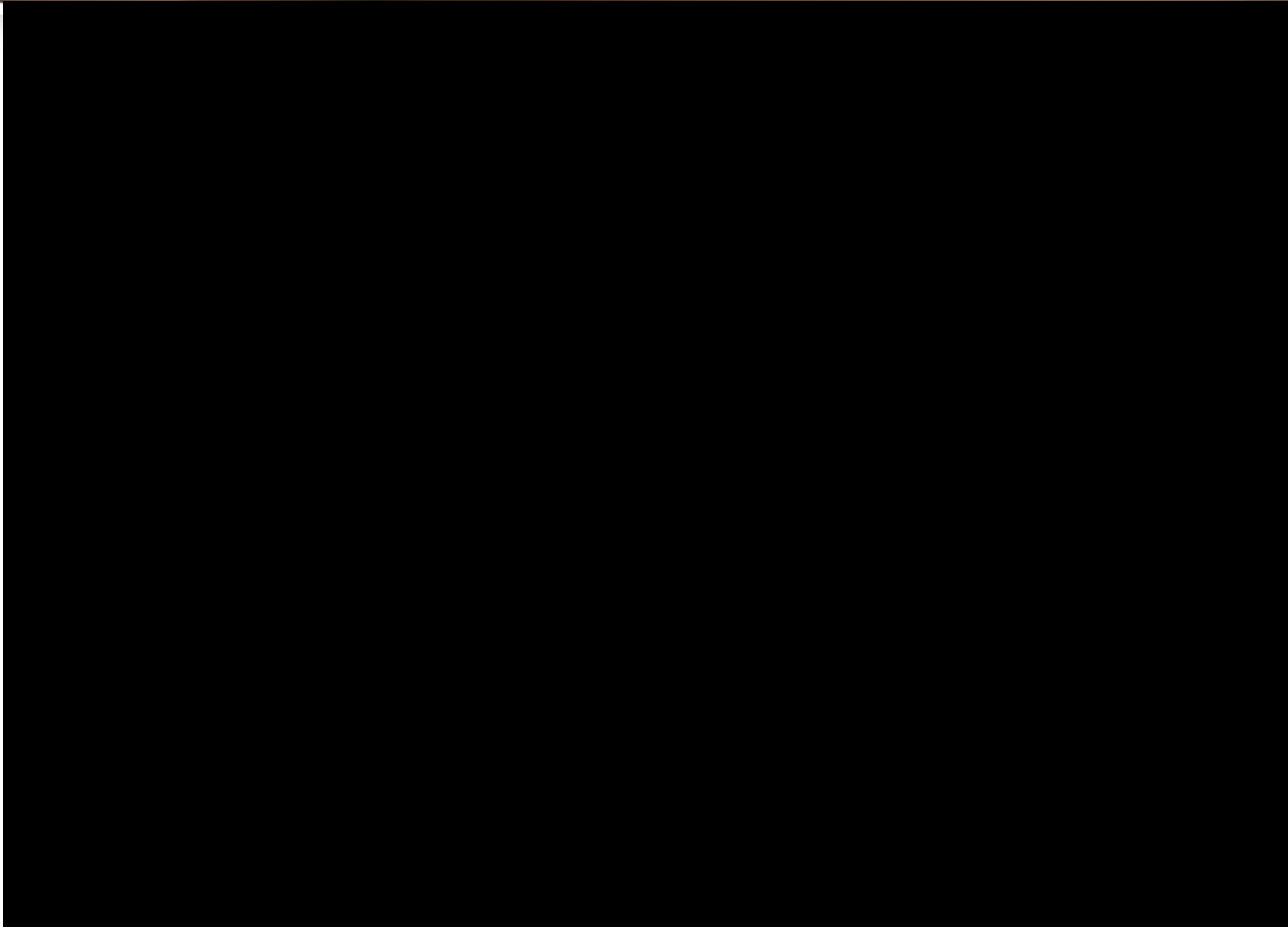


Identify steps in a coaching plan for an advocate
Practice coaching

The Helping Hand



How Coaching Works



Supervisor/Manager v. Coach



“Supervisor” and “manager” denotes hierarchy

“Coach” denotes supportive environment

Manage the process, not the person

Coaching is a Powerful Approach

“The coaching relationship is one of equals. The coach sets standards, assists in development of strategies, adjusts those strategies to accomplish goals, but the DOING is the responsibility of the volunteer.

Contrast this with the concept of a supervisor who is in charge, who is responsible and ultimately accountable for the activities. When volunteers are encouraged to take responsibility for their actions, they do act more responsibly. When volunteers believe that any failure to act on their part will be compensated for by the manager, they are less likely to act responsibly.”

Marilyn MacKenzie

Dealing with Difficult Volunteers



Coaches...

Provide a space for learning and reflecting

Engage advocates to become self reliant and confident to solve challenges

Identify and build on an advocate's internal resources/strengths

Create accountability through coaching

Support adult learning and development of the advocate

Listen more than speak



“Coaching is unlocking a person’s potential to maximize their own performance. It is helping them to learn rather than teaching them.”

John Whitmore, 2002
Coaching for Performance

Coaching Principles

1

EMPOWER the volunteer

2

Foster **COMMUNICATION**

3

Match **EXPECTATIONS** with
EXPERIENCE

Coaching Principles

4

Inquire vs. tell or do

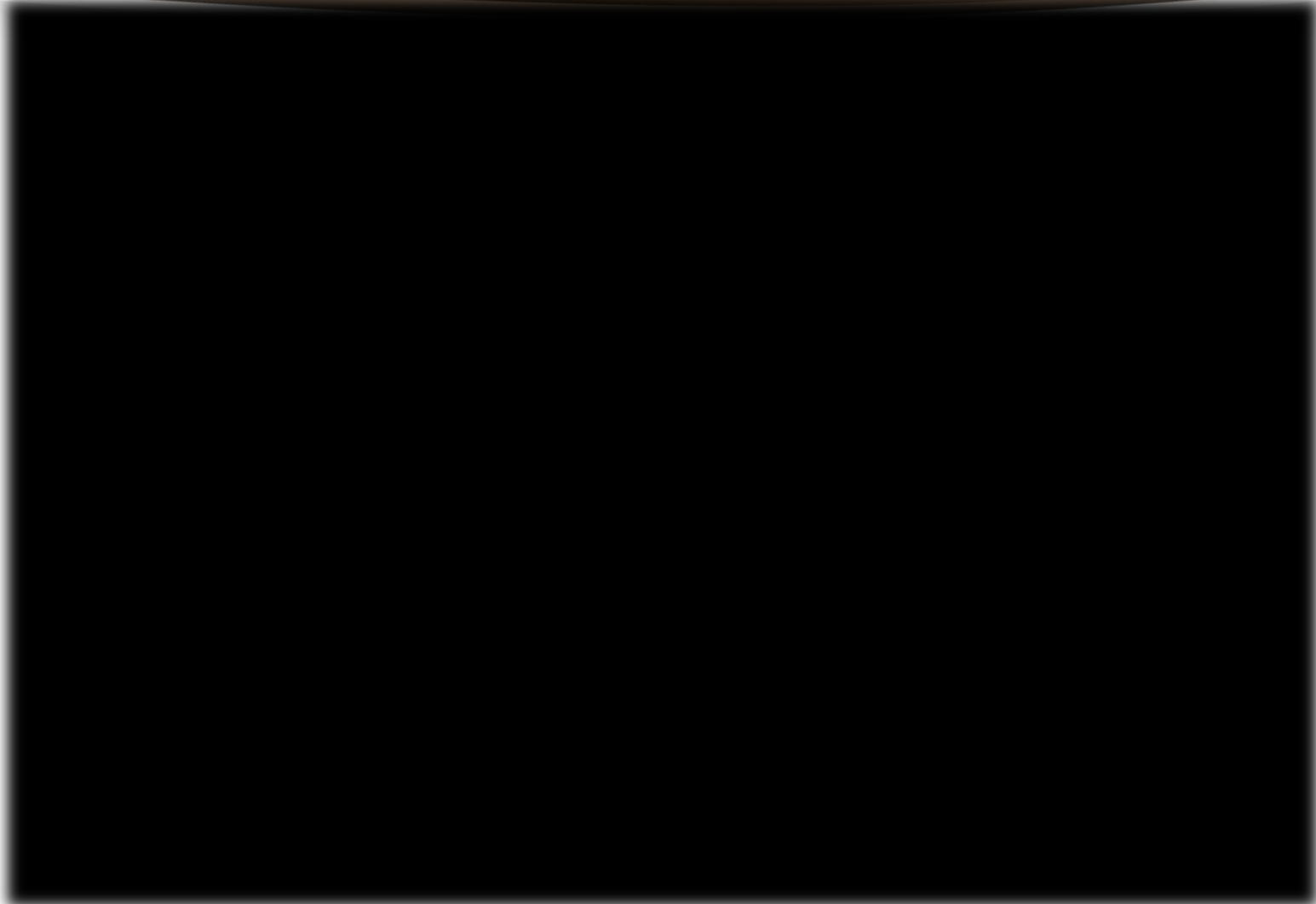
5

Help volunteer see his/her impact

6

Provide and accept continuous feedback

Coaching In The Workplace



Coaching Differs From:

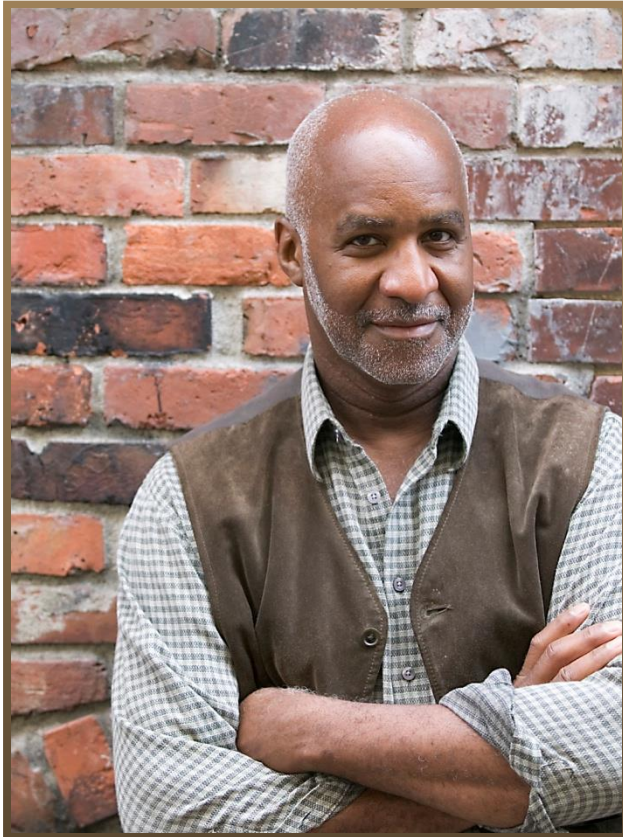
Therapy

Mentoring

Training



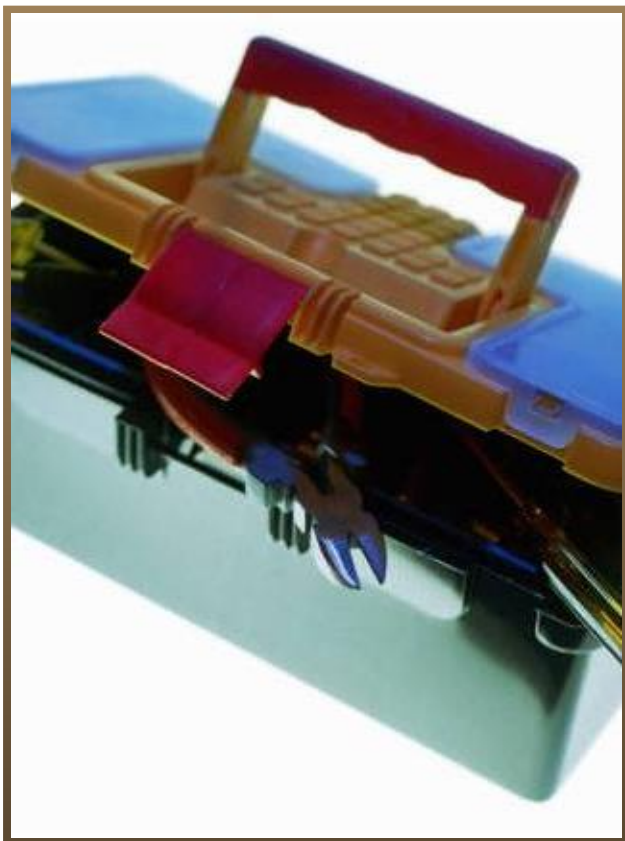
Start with You



When coaching you stand shoulder to shoulder in **equality** with the volunteer. Instead of dispensing your expertise, you learn to develop a new set of tools to bring forth the unique talents of the advocate/staff member you are coaching.

Coaching Skills for Nonprofit Managers and Leaders, 2010

Building Your Skills



Take 15 minutes to complete and score the self assessment

Learning Group



Count off 1-6

Share **surprises**

Share **resources**

Share **strengths**

Share **improvement** areas

Choose person to share with
large group

DAVID MARQUET--GREATNESS



Control: How can you give control, not take control?

Competence: How can you create competence in the program and answer, “Is it the right thing to do?”

Clarity: How can you be clear about the program’s goals and answer, “Will this advance permanency?”

Courage: How can you resist the urge to follow cultural stereotypes of the “in charge” leader?

OUR INTENT

We aim to embed the capacity for
“**GREATNESS**” in our advocates and the
practices of our program and decouple it from the
personality of the Coordinator.

BREAK

C – Connect

A – Assess

S – SMART

A – Action

Ownership: This is the advocate's case, concern, and idea. Psychological Ownership.

Passion: Is the advocate motivated to pursue it?

Urgency: Does the advocate feel strongly and have a need to act, now?

Significance: Is this important, will it make a difference, will it promote permanency?

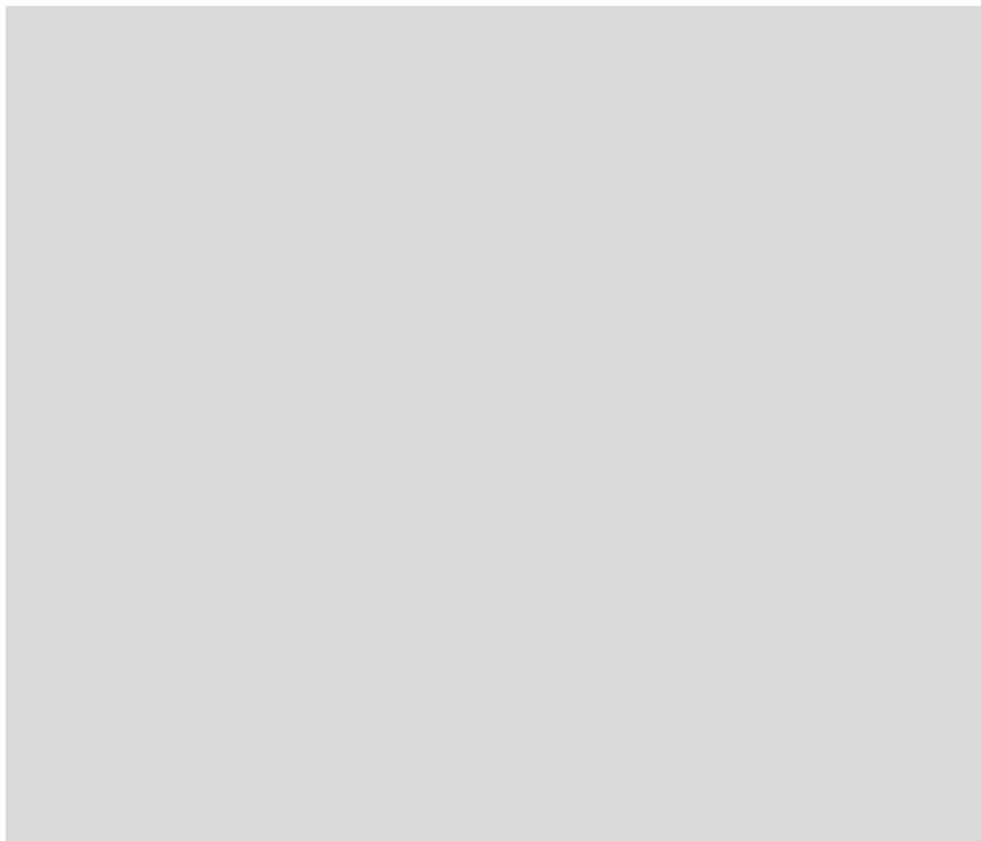
- Deep Listening
- Pause to process what was “heard”
- Set aside your agenda
- Listen and use silence effectively
- Ask questions to help the advocate find their own answers

C – Connect

questions

- What would you like to accomplish with our call/meeting?
- What is the best use of our time?
- What is the issue you're trying to solve?
- How will you know we have been successful?
- Where would you like to go with this?
- How will this advance permanency?
- **Remember the 80 – 20 rule**

Let's Practice - Connect



Create the environment for thinking: Refrain from answering questions. Ask questions.

Give control and encourage autonomy. If the coordinator does more than 20% of the talking, you're talking too much!

Celebrate mastery. Find little wins in every conversation.

- Acknowledge the current reality.
- Probe the “presenting” issue. Is it is the “real” issue?
- Brainstorm options
- Use open-ended questions
- Adapt you style to the advocates style
- Validate the advocate’s ideas

- What could you do about this?
- What other actions could you take?
- Let's go for three potential solutions. What else could you do?
- What if this obstacle was removed? What would you do then?
- What do you think is missing?
- Tell me more about that.
- **Remember the 80 – 20 rule**

Let's Practice - Assess



Specific: Can the advocate clearly state what the advocate thinks needs to happen?

Measurable: How will the advocate measure progress?

Attainable: Is it within the advocate's capabilities?

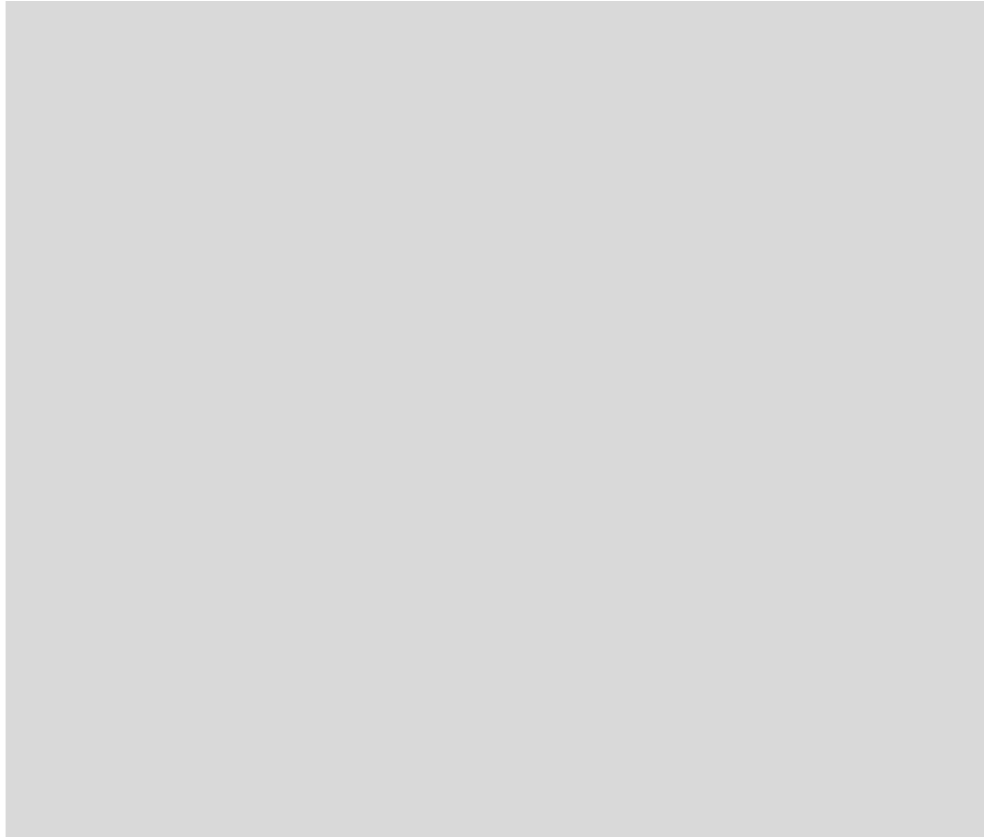
Relevant: How does it move toward permanency?

Timeline: When is the deadline?

- Allow the advocate to reduce options into a concrete direction/goal
- Use SMART goal worksheet to document the plan and memorialize the conversation
- Create a Culture of Accountability and Ownership

- What option(s) do you want to pursue?
- What needs to happen?
- What is the most important thing to do here (now)?
- What will you do by when?
- What roadblocks do you expect?
- What is missing?
- What is stopping you?
- **Remember the 80 – 20 rule**

Let's Practice - SMART

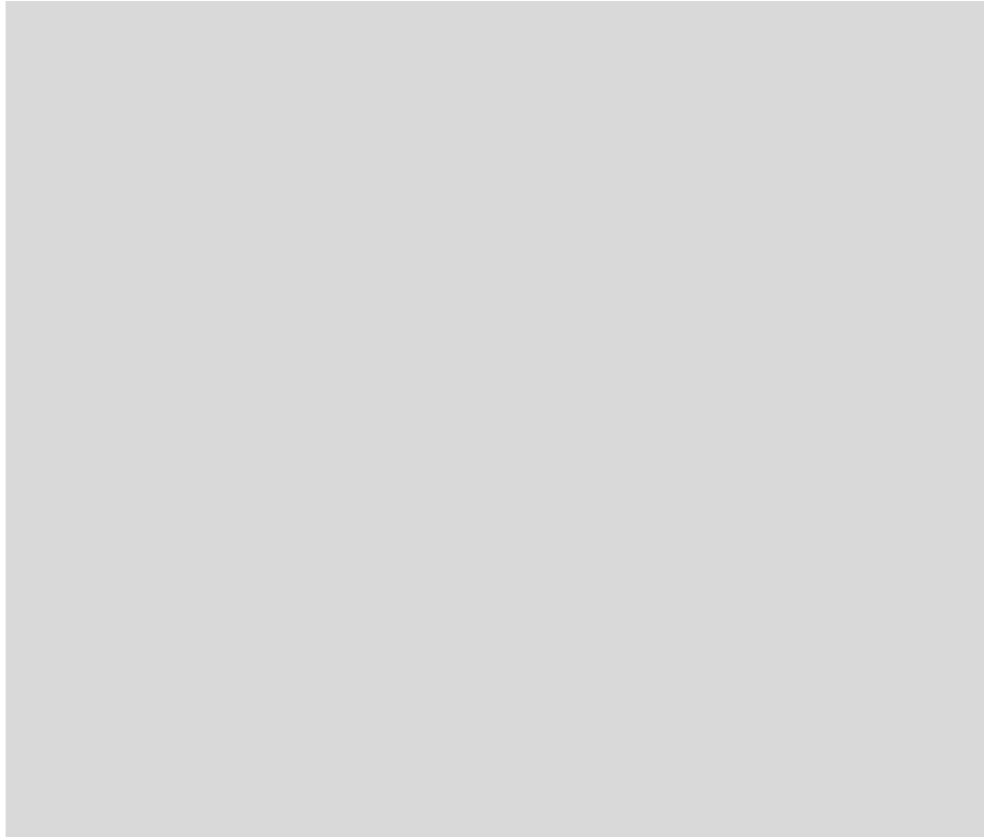


- Clarify the plans relationship to the goal of permanency
- Listen for equivocal language
- Empower the advocate to accomplish resolution using their action plan
- Anticipate and assume the need for check-ins
- Assure the advocate that you're available for support

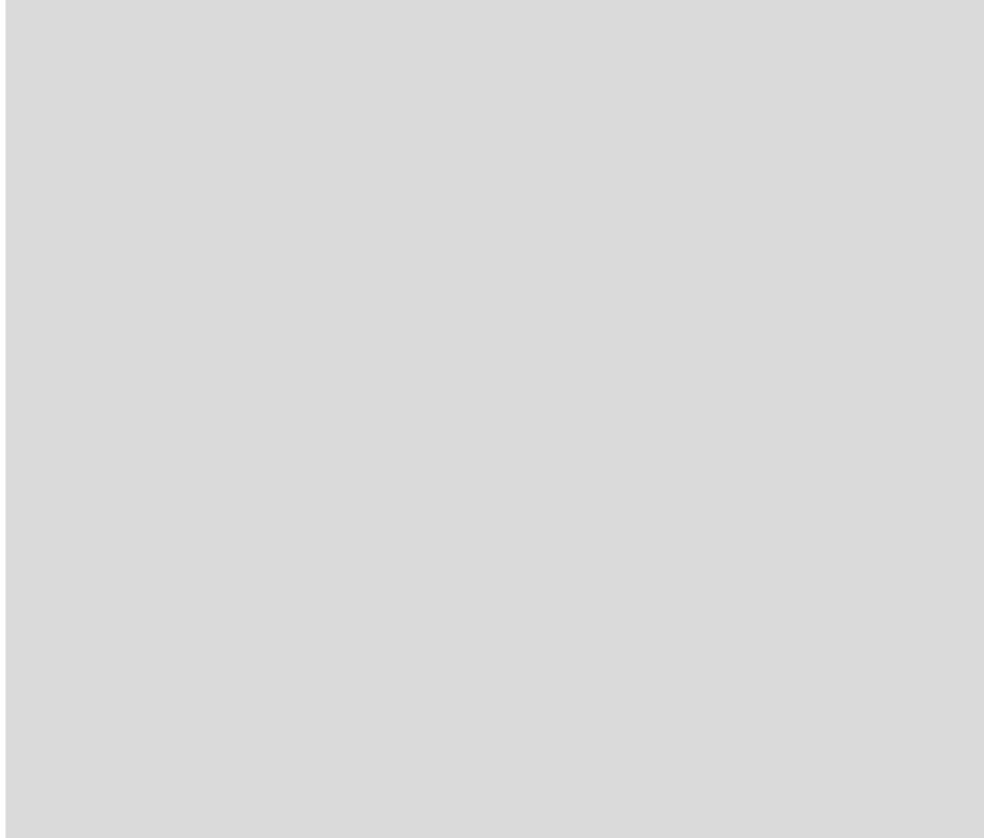
- **Clarity:** Advocate knows exactly what to do
- **Datebook:** Check-ins are calendared
- **Commitment:** Advocate will execute the plan
- **Deadline:** Advocate has a completion date
- **Celebration:** Know when and how **you** will celebrate all the **advocates** small wins

- Are you ready to commit to the plan?
- What did you learn about yourself today?
- When should we check-in?
- How should we handle accountability?
- How should we celebrate your success?
- **Remember the 80 – 20 rule**

Let's Practice - Act



Let's Practice Coaching



Resources

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