



*Welcome to*

# VISTA Member Retention 201: Responding to Member Challenges



# Learning Objectives

By the end of the webinar, you will be able to:

- Understand the importance of communication skills
  - Listening
  - Giving/Receiving feedback
- Implement practical solutions for dealing with difficult situations

# Today's Speakers



Mike Beebe

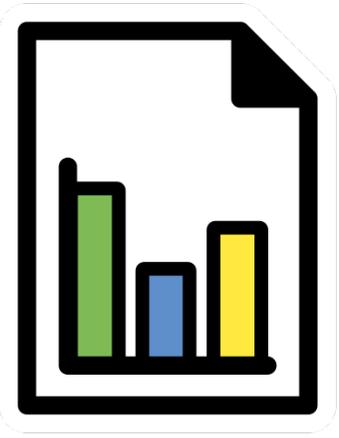
Leadership for Change



Erin O'Day-Frye

Project Director

Allegheny College



## Poll Question

- How comfortable do you feel responding to member challenges?
  1. Very comfortable
  2. Somewhat comfortable
  3. Not comfortable
  4. I'm not sure I've ever responded to a member challenge

# Common Member Challenges



# What are the most common member challenges?

1. This is my VISTA member's first job and they lack professionalism.
2. My VISTA is doing everything wrong, but I don't know how to tell them.
3. My VISTA member seems unmotivated.
4. It's unclear how much responsibility my VISTA member is ready for.

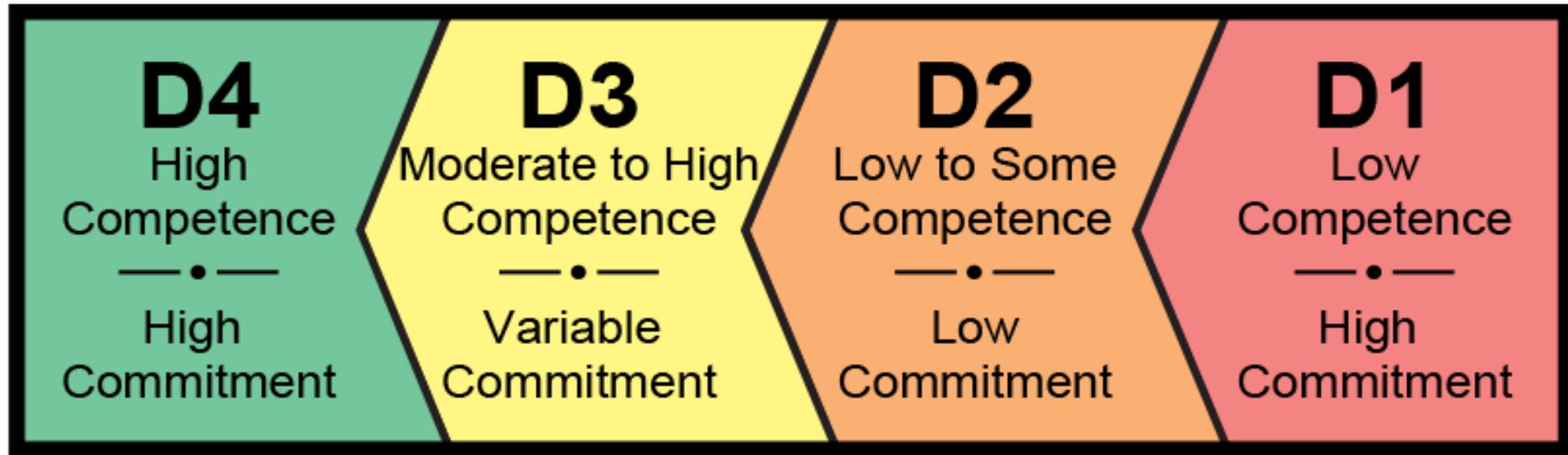
# Challenge #1: This is my VISTA members first job



- Think of yourself as a “Coach”

# The Coaching Supervisor

- **The Coaching Supervisor** can respond effectively to member challenges through the use of key skills such as listening, inquiry, and giving/receiving feedback
- **The Coaching Supervisor** increases their effectiveness by understanding key concepts from the Situational Leadership Model



DEVELOPED

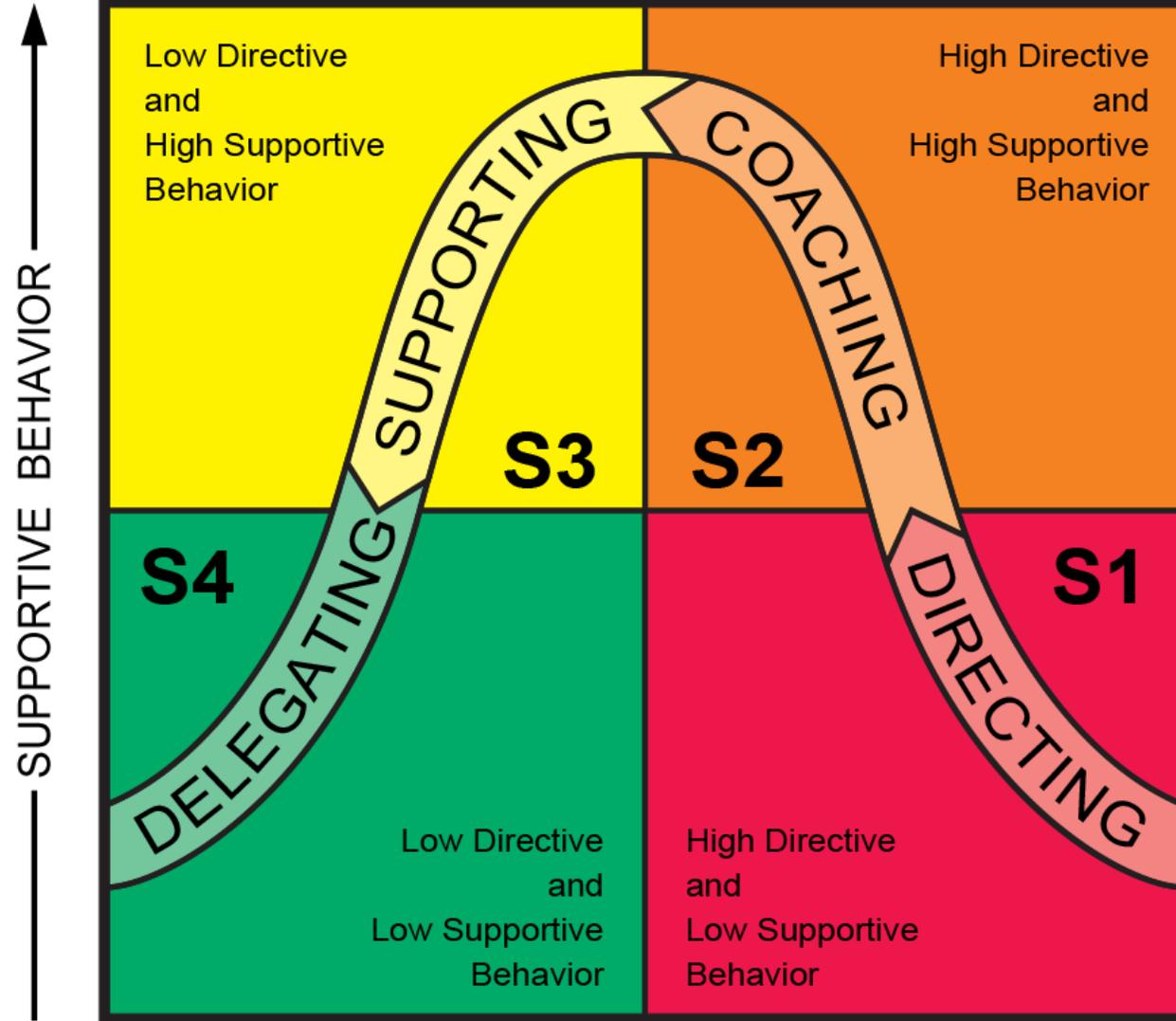


DEVELOPING

## Development Level of the Individual

*Situational Leadership® II*, The Ken Blanchard Companies

High



SUPPORTIVE BEHAVIOR

Low

DIRECTIVE BEHAVIOR

High

Situational Leadership® II, The Ken Blanchard Companies

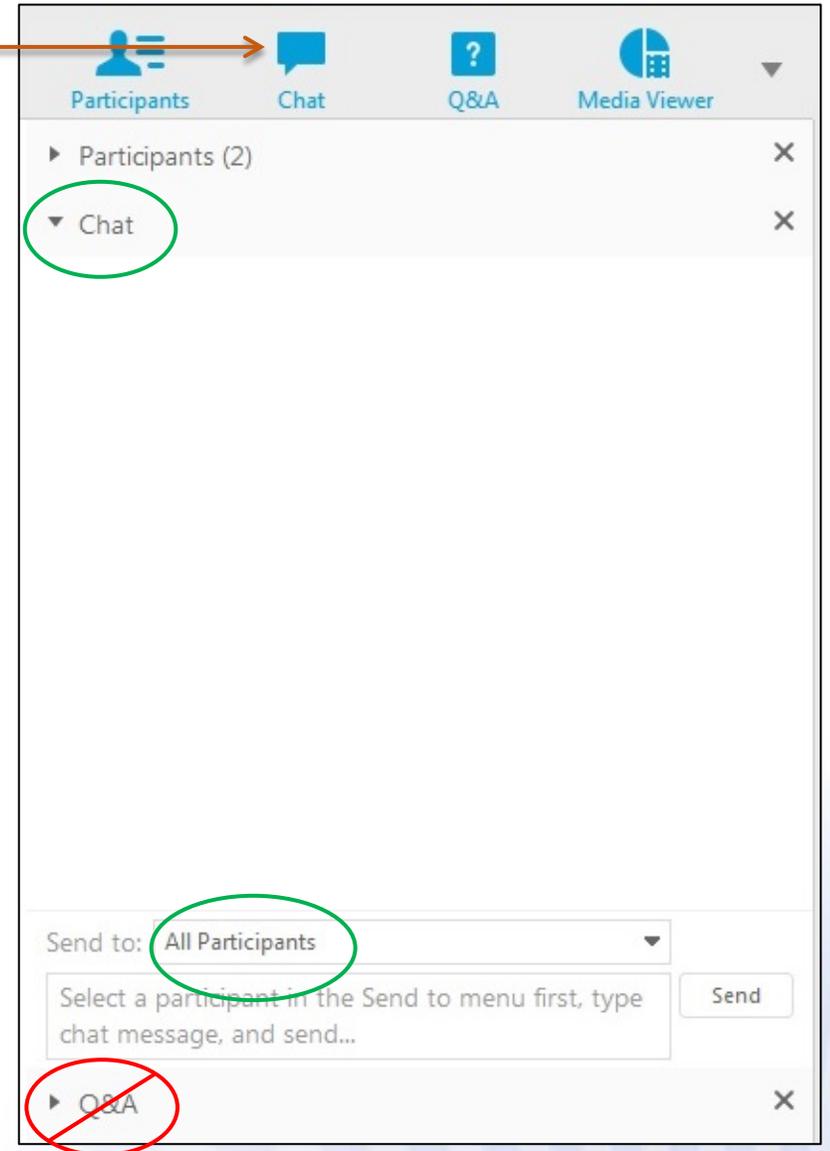
# Member Retention and Situational Leadership

- Members leave VISTA positions when needs are not being met
- Often members leave when supervisors are not applying coaching skills at the right time
- The effective situational leader understands how to adapt their style to meet the needs of members

# Chat Question

- What are some of the key skills of an effective coach?

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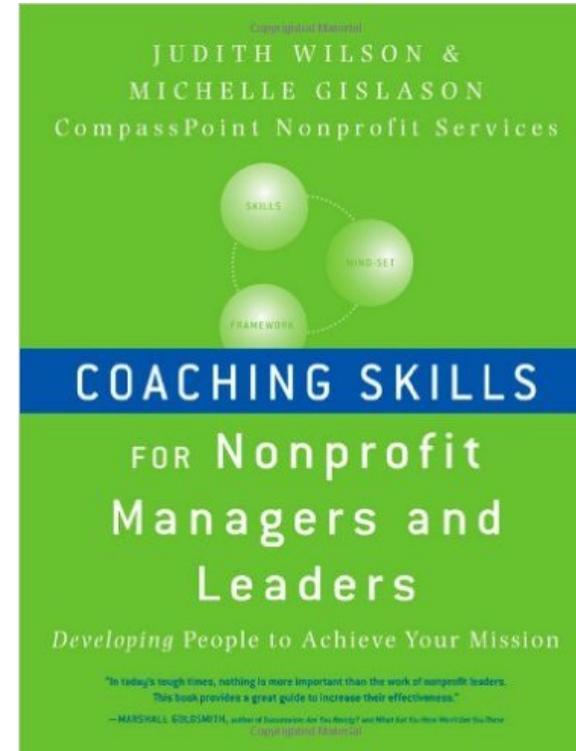


# Key Skills of a Coaching Supervisor

- Listening
- Inquiry
- Giving and receiving feedback

# Types of Listening

- Superficial listening
- Self-referential listening
- Fix-it listening
- Engaged listening



# Engaged Listening



**Engaged listening is the bedrock of coaching!**

“I am listening to you with full attention. I want to understand better who you are and what this experiences is like for you. In this situation it’s all about YOU!”

*Coaching Skills for Non-Profit Manager and Leaders: Developing People to Achieve Your Mission*, by Judith Wilson and & Michelle Gislason

# Inquiry – The art of asking good questions!

- Open-ended vs. closed-ended questions
- Open-ended questions - how open?
- Why ask “why” questions? Pros and cons



# Inquiry – Examples of Good ‘?’s

- What’s most important for us to talk about?
- What do you mean by that?
- What options are you considering?
- What worked?
- What did you find challenging?
- What would you do differently next time?
- What do you think are our next steps?



# Challenge #2: My VISTA member is doing everything wrong



- A strong coach aims to be objective

# Giving Feedback to Increase Member Satisfaction

- Objective Observation
- Appreciative Feedback
- Developmental Feedback



*Coaching Skills for Non-Profit Manager and Leaders: Developing People to Achieve Your Mission*, by Judith Wilson and & Michelle Gislason

# Objective Observation



- Articulate what you see without interpretation, evaluation, or judgement

# Objective Observation: Example



- Evaluation:

Harriet has been talking too much and taking up too much time in meetings.

- Observation without Evaluation:

Harriet spoke five times during the last meeting in comparison to other staff who spoke once or twice. I also notices she spoke an average of 4 minutes while other comments were one minute or less.

# Challenge #3: My VISTA member is unmotivated



- A strong coach can motivate through positive and constructive feedback

# Appreciative Feedback



“People get on average only a couple of minutes of positive feedback each year, versus thousands of hours of negative feedback!”

-David Rock, Quiet Leadership

# Key Skill: Appreciative Feedback



Observation + Appreciation of the Positive Impact =  
Supporting & Encouraging Current Behavior

*Coaching Skills for Non-Profit Manager and Leaders: Developing People to Achieve Your Mission* by Judith Wilson and & Michelle Gislason

# Appreciative Feedback: Examples



**“Great job!”**

**“Nice work on that proposal.”**

Well meaning, but could be more effective...

# Appreciative Feedback Tips



- Step 1: Start with the observation.
- Step 2: Reflect back on your observation, based on facts.
- Step 3: Communicate what that behavior means to you or the impact that it has made to the team, project, or organization.

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# Key Skill: Developmental Feedback



Observation + Impact of Behavior +  
Request for the Future =

Improved Behavior/Performance

# Developmental Feedback Tips



- Prepare
- Check your attitude
- Ask permission to give feedback
- Address one issue at a time
- Do not blame
- Stay on track
- Help the person move forward

# Best Practices: Creating a Feedback Culture

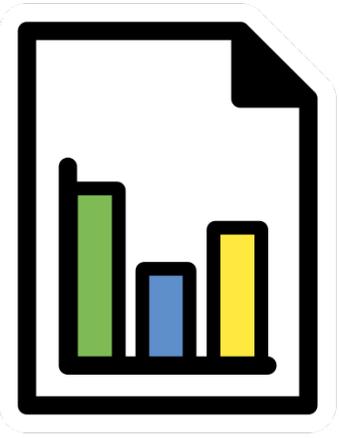


- Do not wait until Performance Reviews to give feedback!
- Invite feedback from your VISTA members about you.
- Consider making appreciations part of every meeting.

# Tips for Addressing Common Member Challenges



Erin O'Day-Frye  
Project Director  
Allegheny College



# Poll Question

- What member challenges do you experience most often?
  - Professionalism/Accountability/Lack of ability
  - Supervising the member effectively
  - Communication/Conflict resolution
  - Motivation

# What works at Allegheny College

- Being proactive
- Anticipating specific member challenges
- Setting clear expectations
  - Dress code
  - Work hours
- Stressing the importance of communication



# What works at Allegheny College (cont'd)

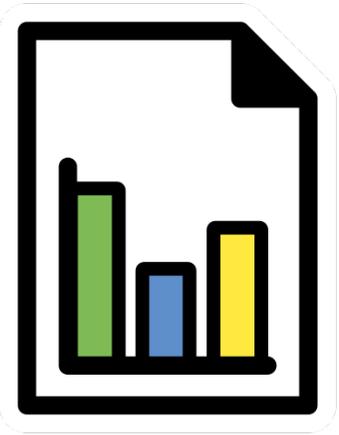


- Awareness to supervision needs
- Utilizing the VAD
- Responsiveness
  - Regular check-ins
  - Establishing Development Plans

# Challenge #4: It's unclear how much responsibility my VISTA is ready for



- A strong coach provides a clear playbook



# Poll Question

- Do you have regular one-to-ones with your member?
  - Yes
  - We meet, but not regularly
  - I rarely meet with my member
  - I never meet with my member
  - What's a one-to-one meeting?

# Best Practices - Meetings

- Regular Meetings - weekly, biweekly
- Structured meetings - outcomes, agenda, schedule
- Balance of task and relationship building

# Recommended Meeting Agenda

- Check in
  - Name a high and low from the last week
- Outcomes
  - What do you want to accomplish at this meeting?
- Task review from last week
- Agenda items for this week
- Reviewing schedule/tasks for this week
- Closing, meeting evaluation

# Recap

- Retention of VISTA member is supported when the **Coaching Supervisor** applies coaching skills at the right time
  - Engaged listening/asking good questions
  - Objective observation
  - Appreciative/developmental feedback
- The **Situational Leadership** model offers a framework for understanding how/when coaching is most needed

# Resources

- *Coaching Skills for Non-profit Managers* by Judith Wilson & Michelle Gislason
- *Thanks for the Feedback: The Science & Art of Receiving Feedback Well* by Douglas Stone & Sheila Heen
- Compass Point ([www.compasspoint.org](http://www.compasspoint.org)) Clearinghouse for resources and training focused on non-profits

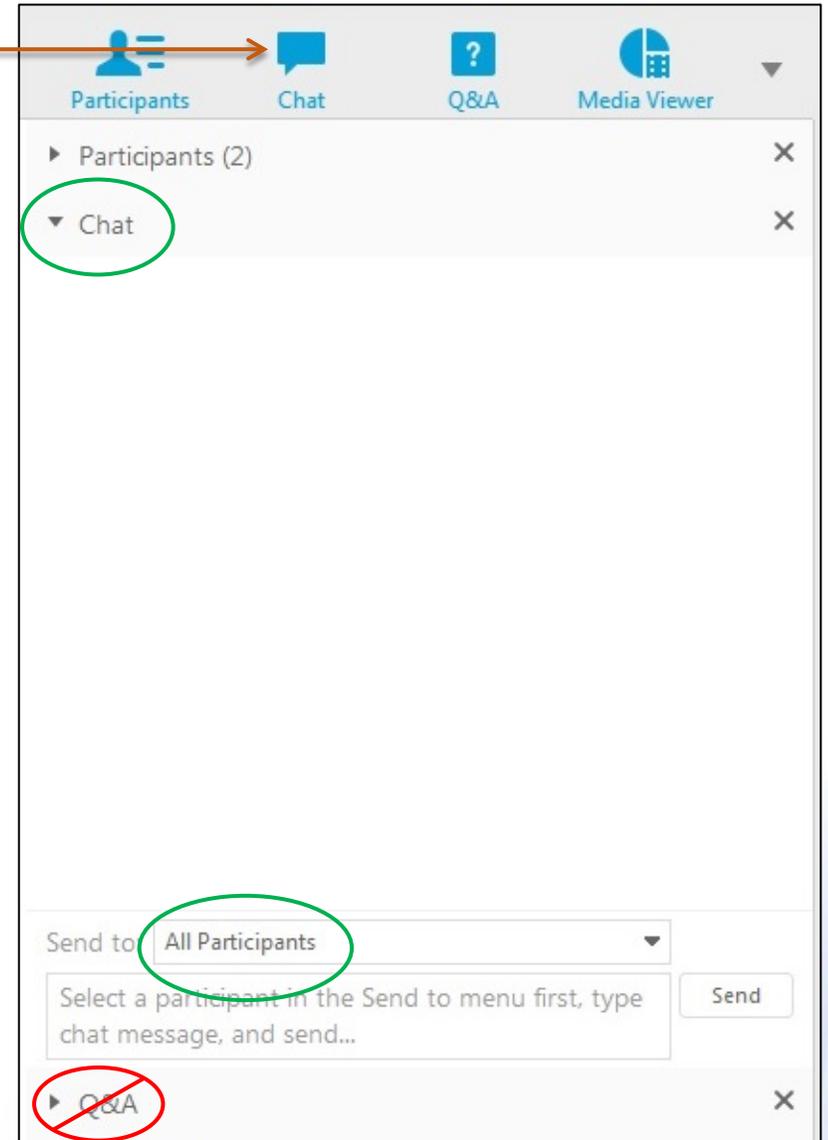
# Next Steps

- ✓ Incorporate the feedback models we discussed in this webinar when working through challenging conversation with your VISTAs.
- ✓ Schedule one-to-one meetings with VISTA and look at their VAD; identify together the Developmental Level they are at in each of the Major Task areas.
- ✓ Ask “What is one thing I could do right now to better support you being successful in your year of service?”
- ✓ Encourage them to give you feedback and ask them how they like to get feedback.

# Chat Question

- What's one thing from today's presentation that you want to put into practice?

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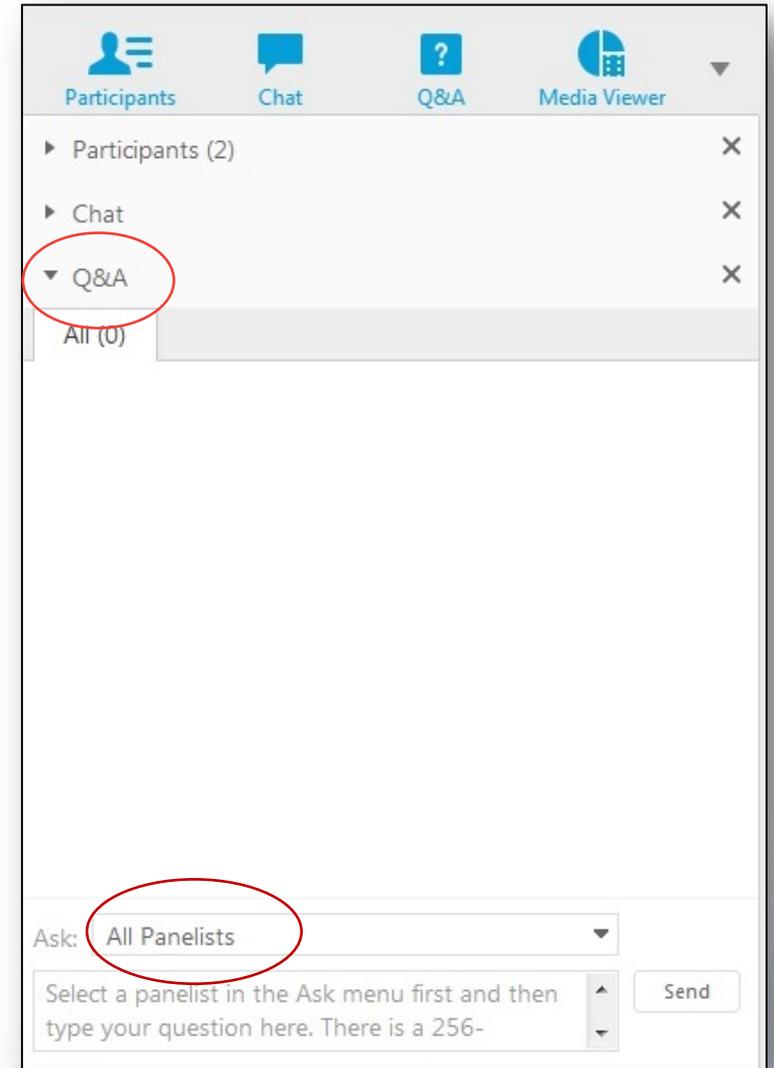


# Evaluation

- Please take a few moments to share your feedback through the quick poll on the right side of the screen.
- How can we improve these sessions? What topics should we include in future webinars?
- Thank you very much for your time and participation!

# Questions ?

- To ask a question verbally, call in using the number on this slide and press \*1
- To ask a question electronically, use the Q&A feature located in the bottom right corner of the screen. Please ask “All Panelists”



# Thank You for Your Participation!

If you have further questions or for more information, contact us: [VISTAwebinars@cns.gov](mailto:VISTAwebinars@cns.gov)

**Our next webinar:**

**Record Keeping & Reporting for AmeriCorps VISTA Projects**

July 26, 2016

2:00pm Eastern

*Visit the Supervisor Webinars page on the VISTA Campus for a schedule of upcoming webinars and recordings of past webinars*