



Welcome to

Coach Your VISTA Member to Success



Learning Objectives

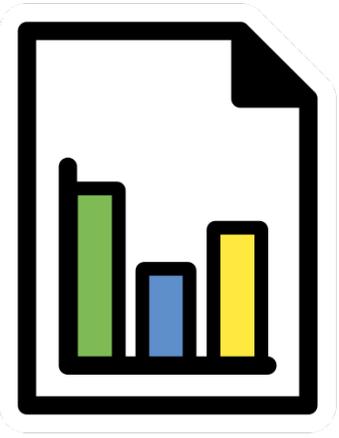
By the end of the webinar, you will be able to:

- Define what it means to be a manager and a coach and identify the benefits of being a coach.
- Apply skills in engaged listening and asking good questions.
- Identify ways to give and receive feedback including building an awareness around barriers to receiving feedback.

Today's Speaker



Mike Beebe
Leadership for Change



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.

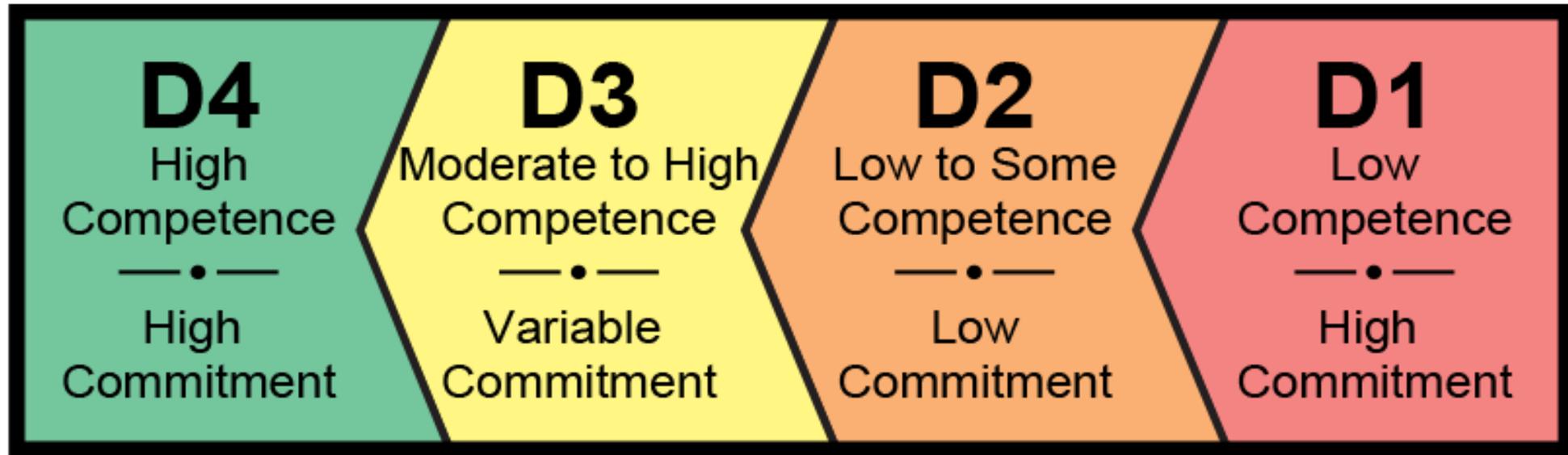
Challenge #1: This is my VISTA members first job.



- 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.



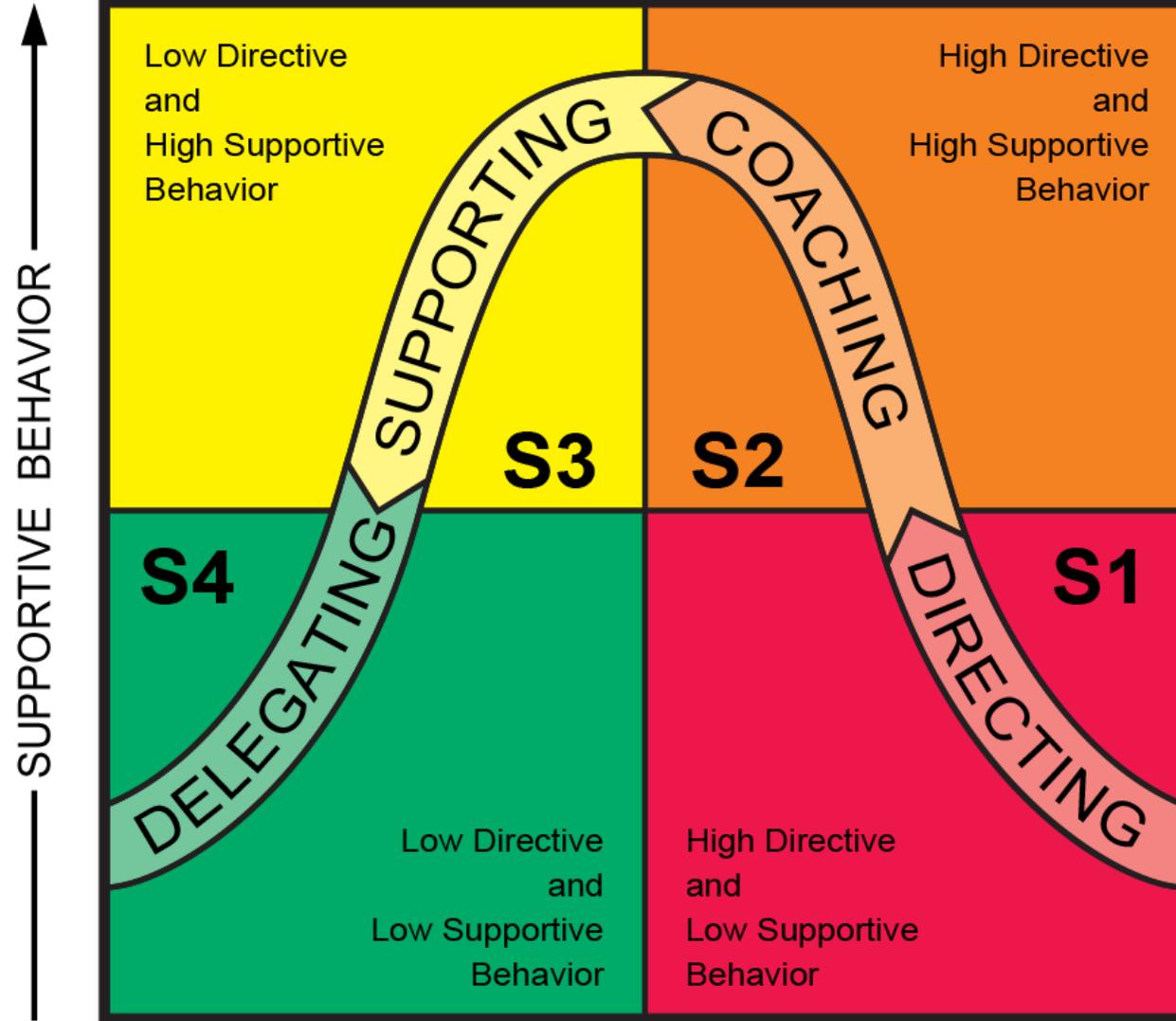
DEVELOPED ←

→ 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

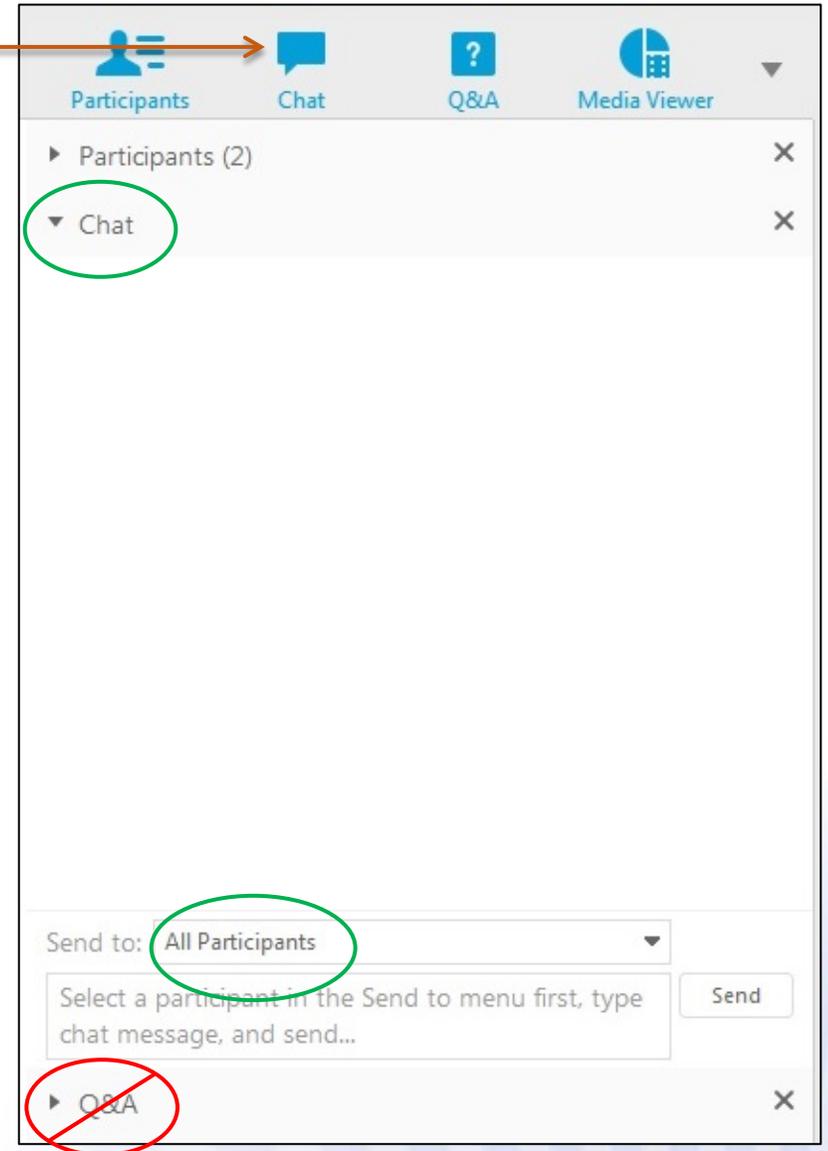
Situational Leadership and a Successful VISTA

- 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?
- How is a coach different than a manager?

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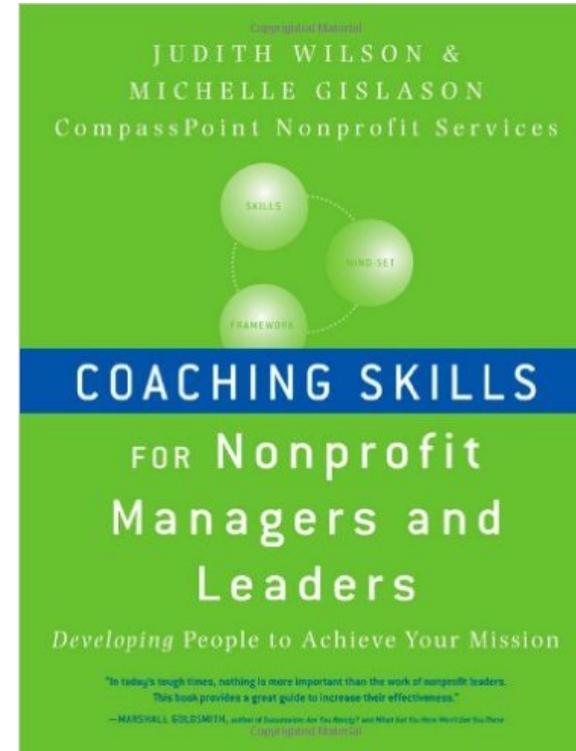
Key Skills of a Coaching Supervisor

1. Listening
2. Inquiry
3. 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!

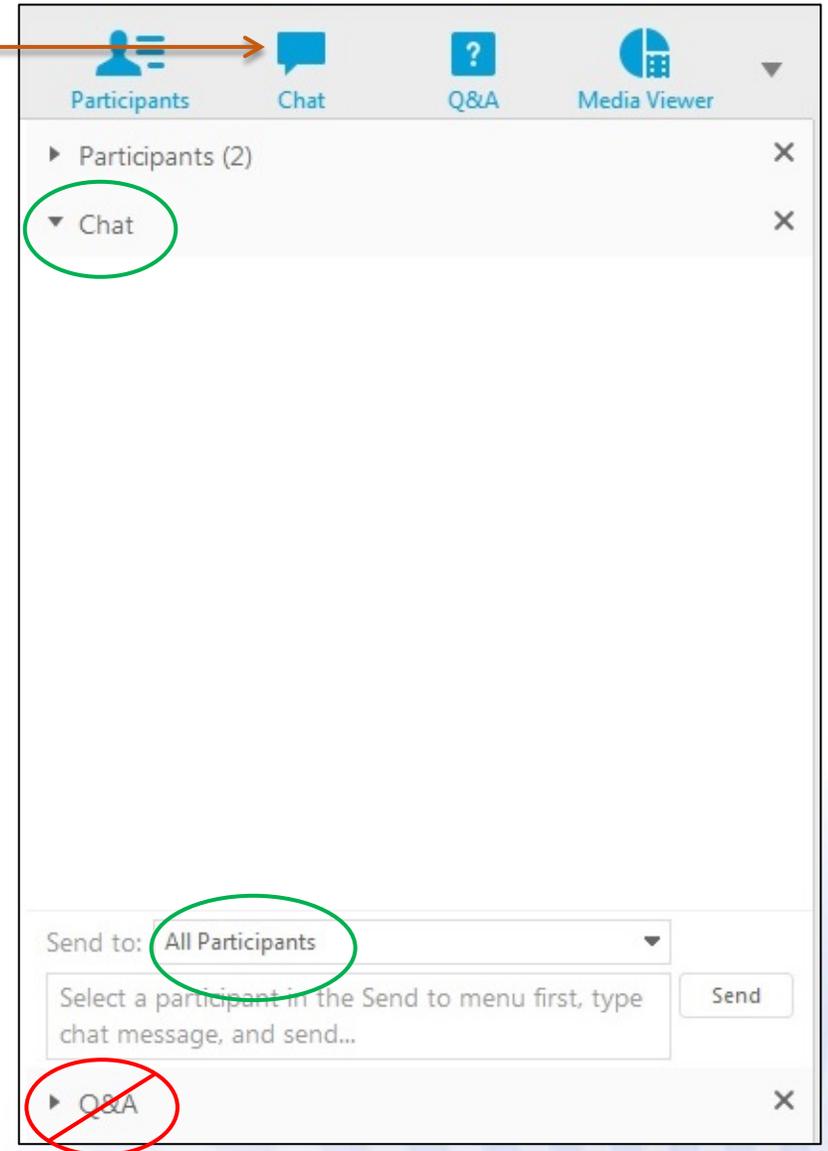
- Open-ended vs. close-ended questions
- Open-ended questions - how open?
- Why ask “why” questions? Pros and cons



Chat Question

- What are some open ended questions you have used during conversations with your VISTA or colleagues?

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Inquiry – Examples of Good Questions

- 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?

Giving Feedback

- Objective Observation
- Appreciative Feedback
- Developmental Feedback

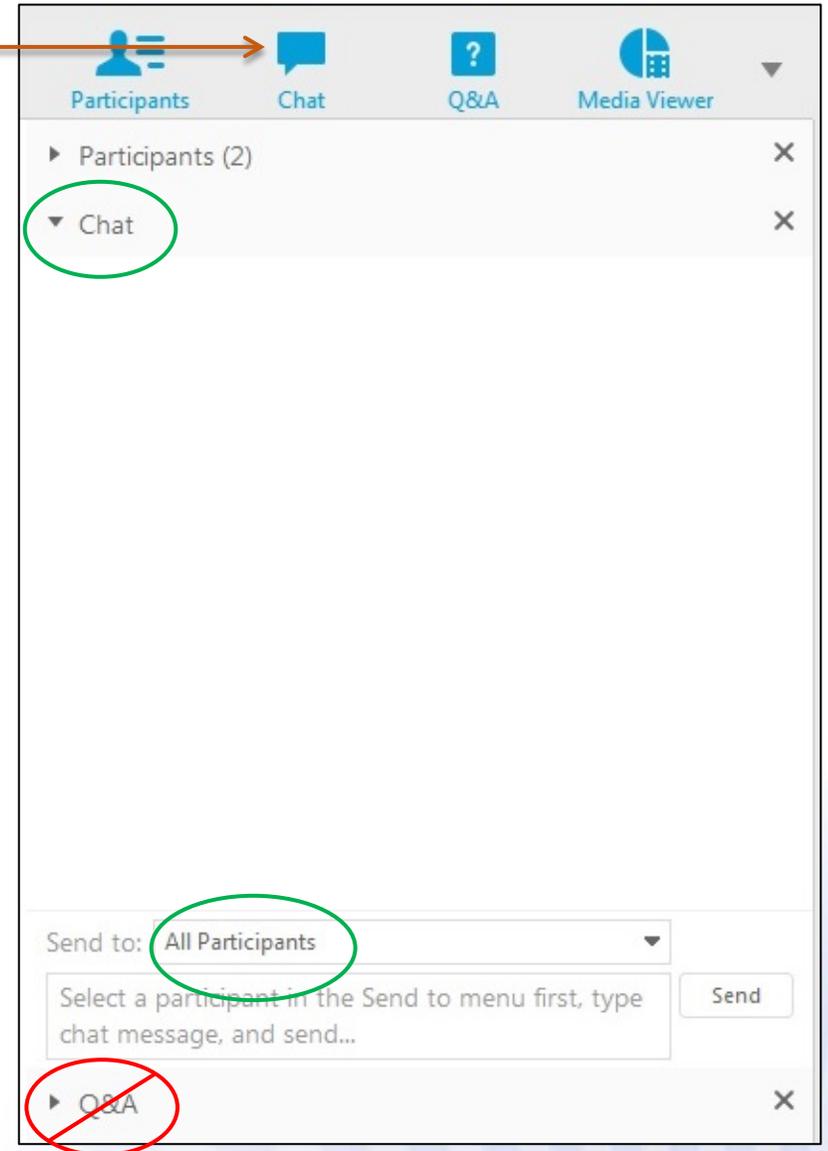


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Chat Question

- Think of a time you received feedback that was NOT helpful...
 - What about did you find unhelpful?

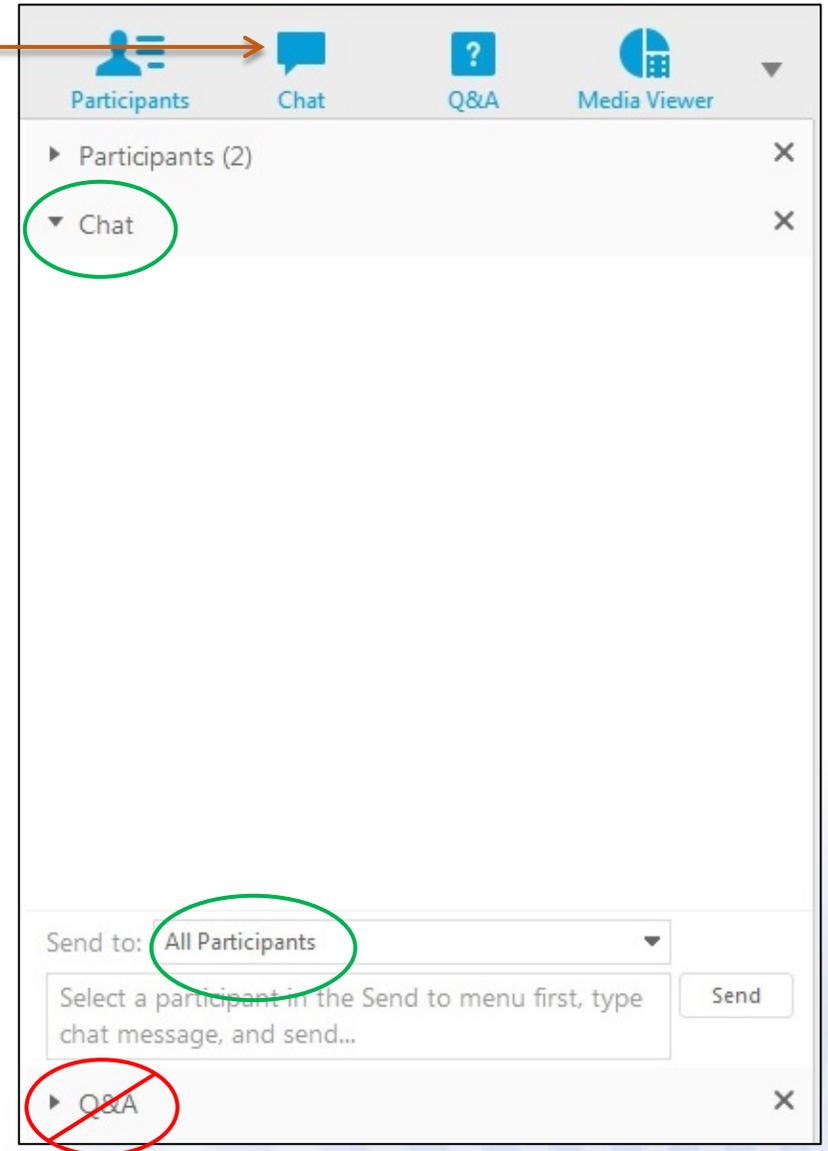
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Chat Question

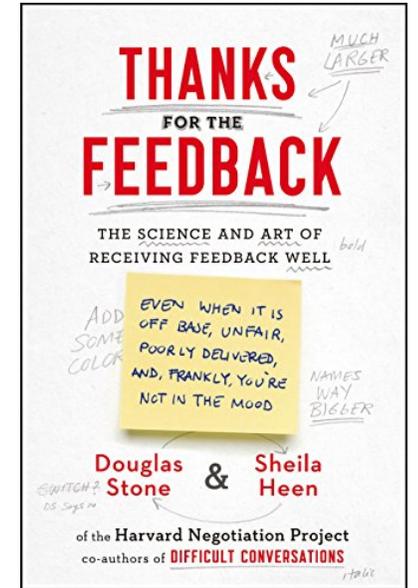
- Now think of a time you received helpful feedback from a coworker, supervisor, or colleague.
 - What about that feedback did you find helpful?

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Receiving Feedback – Three Triggers

- **Truth:** “The feedback is wrong, unfair, unhelpful!”
- **Relationship:** “I can’t hear this feedback from YOU.”
- **Identity:** “The feedback is threatening and I’m off balance.”

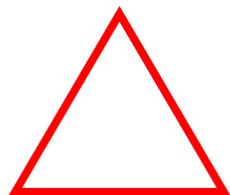


Receiving Feedback



~~“That’s Wrong”~~  *“Tell Me More”*

Asking for Feedback - Name One Thing



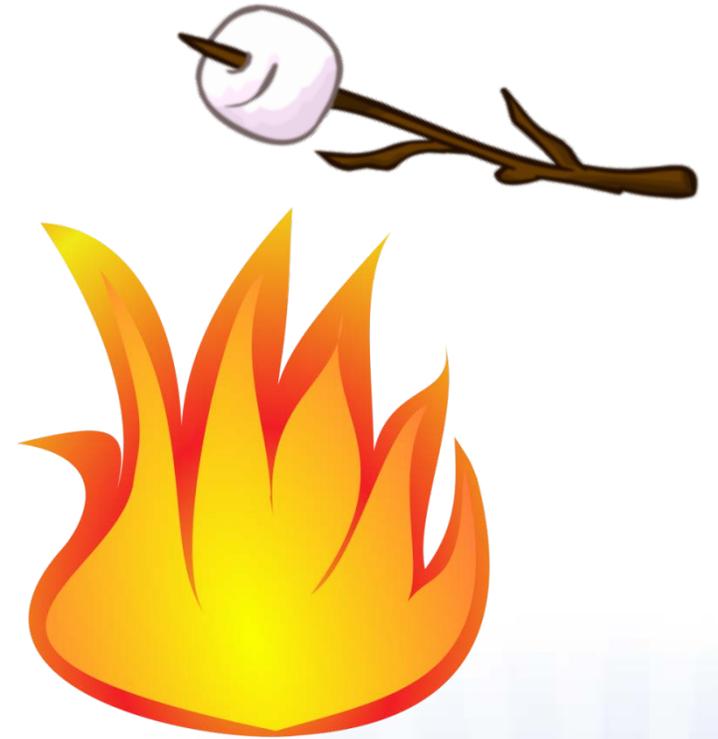
- “What’s one **thing I could change** that would make a difference to you?”



- Ask “What’s **one thing** you see me doing that is **working well** for you and our team?”

HOT TIP.....

- If you haven't all ready discussed with your staff how they like to receive feedback, immediately put that on your "to do list!"



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



- A strong coach aims to be objective

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 noticed she spoke an average of 4 minutes while other comments were one minute or less.

Objective Observation Tips



- Focus on the person's behavior.
- Get specific and note exactly what the person said or did.
- Ask yourself, "Would other people see or hear what I saw or heard?"
- Pretend you are taking a video of that person and then playing it back...what would you see or hear?
- Say what you observed without judgement.

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

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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.

“I noticed over 20 people attended the volunteer orientation. “

Step 2:

Reflect back on your observation, based on facts.

“That is twice as many people as our last volunteer orientation”

Step 3:

Communicate what that behavior means to you or the impact that it has made to the team, project, or organization.

“I am so excited by what this means for our clients! We will be able to serve twice as many people. Thank you for your hard work at turning people out for this orientation. Your hard work at outreach paid off!”

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Key Skill: Developmental Feedback

Observation

“John, I noticed that for our last three Monday morning 9 a.m. team meetings that you have arrived after 9:20 a.m.”

Impact of Behavior

“I am concerned that you are missing out on valuable information and also miss out on some of the relationship building we are doing on our staff team.”

Request for the Future

“I want to remind you that attendance at these staff meetings is a very important part of your year of service and I am asking that you arrive by 9am and if you are going to be late, please text me.”



Improved
Behavior/
Performance

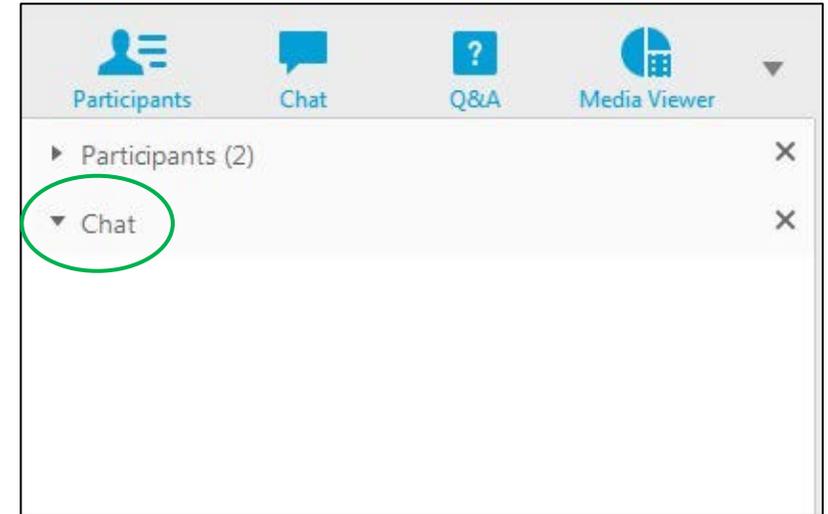
Developmental Feedback Tips

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



In the Chat or Call in: Practice Scenario

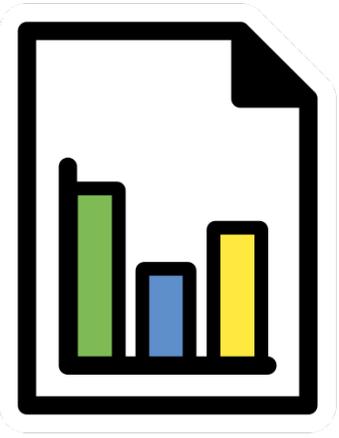
- You are worried that John has not been professional in his interaction with clients. He is sharing a lot of personal information that goes beyond what most staff & volunteers tend to share with clients in your organization. Clients love Joe and now seem to expect other staff to share similar information. **What do you say to Joe when you sit down to a meeting with him?**



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

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) Clearinghouse for resources and training focused on non-profits

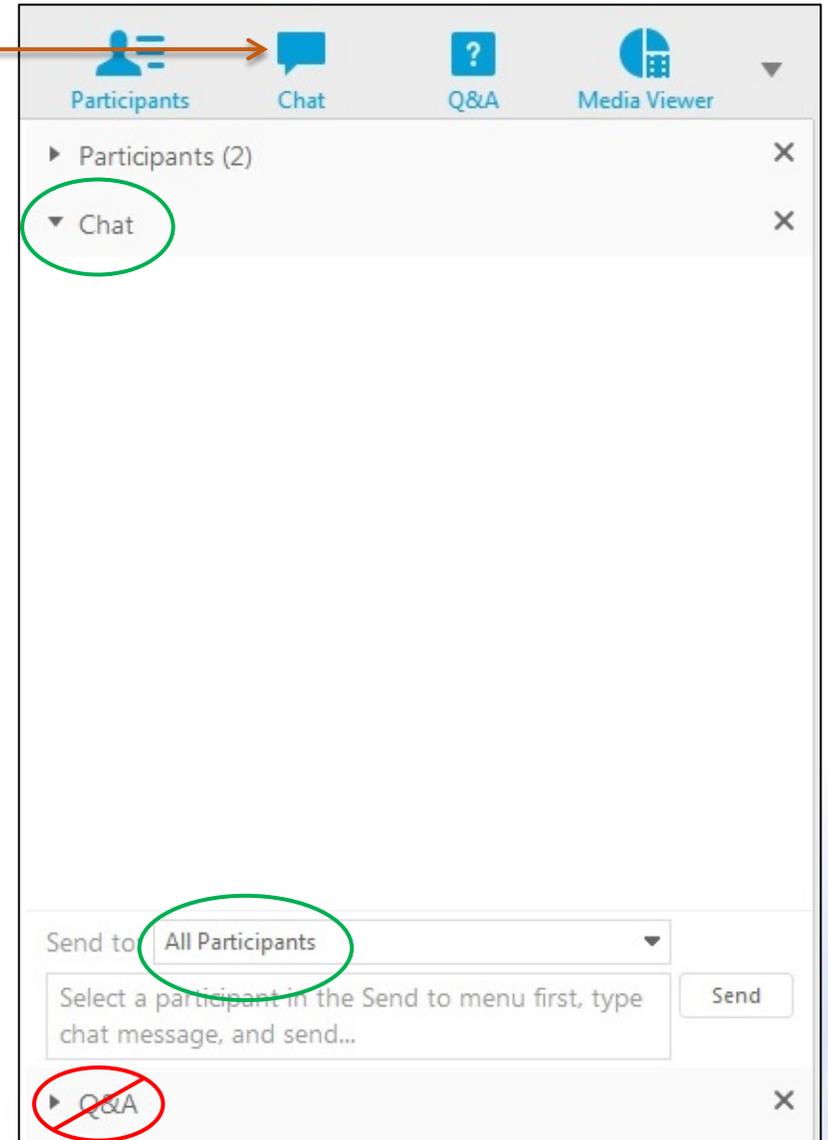
Next Steps

- ✓ Incorporate feedback when working through challenging conversation with your VISTAs.
- ✓ Ask them how you can support their success
- ✓ Encourage them to give you feedback and ask them how they like to get feedback.
- ✓ Schedule one-to-one meetings with VISTA and look at their VAD; identify together the Developmental Level

Chat Question

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

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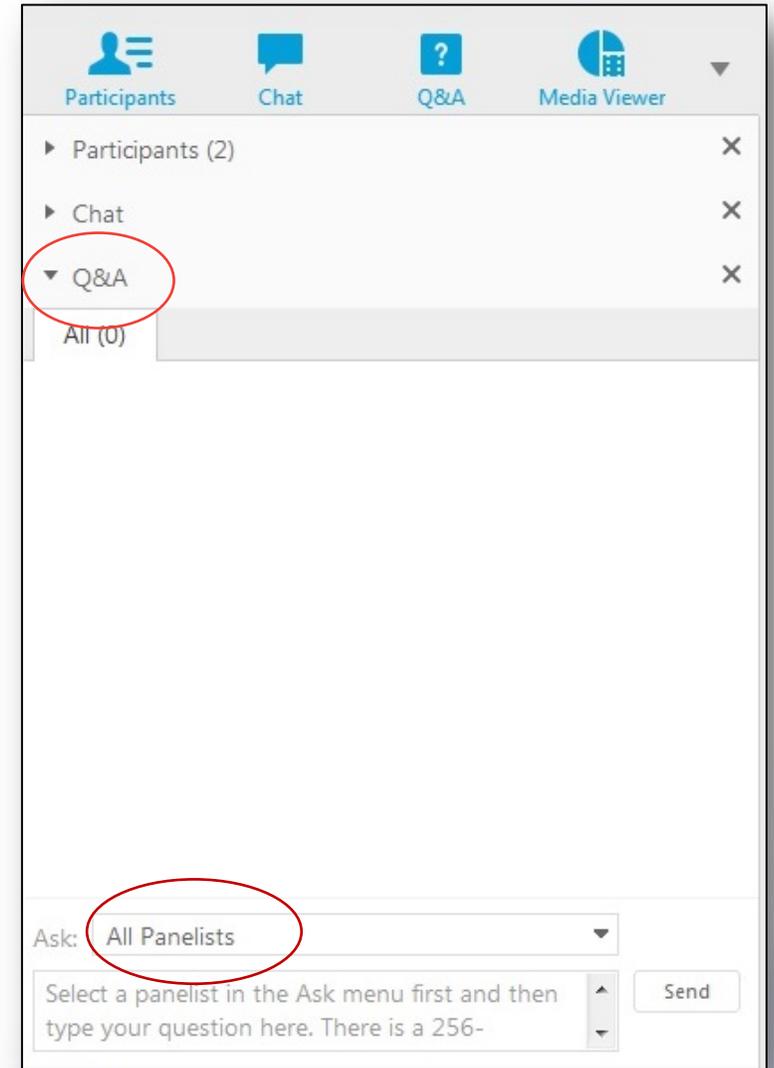


Evaluation

- 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

Our next webinar:

Coordinating Data Collection for AmeriCorps VISTA Projects

June 22, 2016

2:00pm Eastern

*Visit the Supervisor Webinars page on the VISTA Campus
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