2015 APHL™ ANNUAL MEETING

and ninth government environmental laboratory conference

Performance Driven — Racing to Results
The Coaching Relationship - A Developmental Opportunity that Drives Results

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All speakers in this session have nothing to disclose.
The Coaching Relationship: A Developmental Opportunity that Drives Results

“Coaching Basics”

Dr. Linda Raudenbush
May 19, 2015
Coaching Basics: Objectives

• Identify the basics of coaching: definition; roles, responsibilities; processes; skills, competencies, behaviors; do’s, and don’ts
• Discuss how coaching applies to and can benefit APHL members
• Describe how to use coaching skills and behaviors at APHL members
Coaching Basics: Agenda

• Coaching Basics: definition, roles, responsibilities, processes, skills, competencies, behaviors, do’s, don’ts
• Coaching benefits and applications
• Using coaching skills and behaviors
Coaching Definition

- **Coaching** is defined by ICF as: “partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”

What is ICF? A Brief History

- Professional Coach Thomas Leonard started ICF in 1995 as a nonprofit organization for fellow coaches to support each other and grow the profession.
- In 1998 with 70 dedicated volunteers and a growing interest, ICF began its quest to raise the profile of professional coaching.
- ICF created Core Competencies and built a Code of Ethics, setting the standard in the coaching field.
- Ethical Conduct Review Process and Independent Review Board (IRB) were established, allowing consumers to file breach-of-ethics complaints.
- ICF defined curriculum standards (accreditation), to ensure consistency in coach training, and developed an ICF Credentialing system, requiring renewal every three years.
ICF since 2000 – Focus & Goal

• By 2000, membership was growing around the world by 130 members a month and now exceeds 20,000.
• ICF continues to focus on professional standards while positioning the organization more strategically.
• ICF’s goal is to keep growing membership and maintain a solid direction, presence and professional voice for coaches.
• Based in Lexington, Kentucky, ICF also operates Regional Service Centres in Asia-Pacific, Europe, Latin America and North America, leading the global advancement of the coaching profession.
Coaching Code of Ethics - ICF

- Ethical Conduct – fundamental to effective coaching
- Coaching process often provides access to personal and confidential information
- Coach and Coachee must share a clear understanding of how to treat confidential information
- ICF defines standards of ethical conduct
- ICF certified coaches pledge to uphold standards
Role/Responsibilities of A Coach

• Coach - unique partner in the developmental process who applies specific skills and processes that maximize human potential
  – Specialized training, personal development, certifications, and apply specific tools & processes
  
  ▸ Types of Coaches – External and internal
  ▸ Types of Training – certificates, certifications, and credentials
  ▸ Types of Coaching – life, career, leadership, performance, professional, group/team
  ▸ Types of Clients – individuals, teams, staff, leaders, inside/outside organizations
Questions? Comments?
Coaching Process

• **Coaching** process does not include advising or counseling, and focuses instead on individuals or groups setting and reaching their own objectives through a unique partnering process.
Coaching vs Other Processes

- Coaching is not Mentoring, Consulting, Training, Counseling, or Facilitating
- Mentoring is advising
- Consulting is problem solving
- Training is generic knowledge/skill development
- Counseling focuses on the past and pathologies
- Facilitating helps groups increase awareness of what they do and why
Coaching Uses Process Models

• **GROW Model**
  – Source: John Whitmore
  – [http://www.youtube.com/watch?v=xNLRo3jWPcg](http://www.youtube.com/watch?v=xNLRo3jWPcg)

• **Advocacy & Inquiry Model**
  – 4-page article on “Advocacy and Inquiry”
Coaching Process: GROW Model

- **Goal** – identify the subject, issue, outcome
- **Reality** – explore and refine the issue
  - concerns, obstacles, resources, etc.
- **Obstacles/Options** – identify what hinders progress & alternatives/solutions that can help
  - advantages, disadvantages of each option
- **What’s Next** – what are you going to do?
  - Tasks, timeframes, resources, considerations
  - Action Plan

Source: John Whitmore
http://www.youtube.com/watch?v=xNLRo3jWPcg
Coaching Process: GROW Model

Sample application of GROW Model

- **Goal** – What is the issue you want to work on? What outcome do you want by the end of this session?

- **Reality** – What is the current situation? What action steps have you taken so far? What is stopping you from doing more?

- **Obstacles/Options**
  How can you approach this issue? What would you do if you had no limitations?

- **What’s Next** – What are you going to do? When? What support do you need? On a scale of 1 to 10 (high) how committed are you to taking the next step?
Coaching Process: Advocacy & Inquiry Model

• **Discussion** - a form of verbal communication based on justifying, defending assumptions, persuading, selling and telling

• **Dialogue** – a form of verbal communication based on inquiring into assumptions, learning through inquiry and disclosure, and creating shared meaning

• **3 Critical Skills**
  – 1. **Listening** – complete focus on what is said and not said, attending and acknowledging; connecting
  – 2. **Inquiry** – asking questions to discover and understand reasoning
  – 3. **Advocacy** – sharing and testing your own reasoning, and inviting the other into conversation
Advocacy & Inquiry Model

Listen to Understand

Speak your Voice

Suspend judgement

Advocacy – Being Understood

Respect all

Inquiry – Understanding
Advocacy & Inquiry - Key Questions for Coaching Conversations

1. What is my intention in this conversation?
2. Am I more interested in learning or prevailing?
3. What are my beliefs, biases and assumptions? Am I willing to change them?
4. What outcome matters most to me?
   • Exchange information
   • Hold a perspective of awareness, openness, curiosity, and reflection
Questions? Comments?
ICF Coaching Competencies and Behaviors: http://coachfederation.org

11 Core Coaching Competencies to support understanding about skills and approaches

• **A. Setting the Foundation**
  1. Meeting Ethical Guidelines and Professional Standards – ICF reference
  2. Establishing the Coaching Agreement

• **B. Co-creating the Relationship**
  3. Establishing Trust and Intimacy with the Client
  4. Coaching Presence
ICF Coaching Competencies and Behaviors: http://coachfederation.org

• C. Communicating Effectively
  5. Active Listening
  6. Powerful Questioning
  7. Direct Communication

• D. Facilitating Learning and Results
  8. Creating Awareness
  9. Designing Actions
 10. Planning and Goal Setting
 11. Managing Progress and Accountability
ICF Coaching Competencies: Basic Coach Behaviors

• Coach understands own role is to inquire rather than advise
• Coach allows the client to set the agenda by setting the session goal
• Coach has knowledge of and ability to use coaching questions and techniques
• Coach is able to hear the circumstances the client describes
ICF Coaching Competencies: Basic Coach Behaviors cont’d

• Coach understands the basic structure of a coaching session:
  – Setting a goal
  – Asking coaching questions to assist in achieving the goal
  – Designing actions to move toward the goal

• Coach has the ability to move with the client through a session using the basic structure
ICF Coaching Competencies and Behaviors: What Coach does NOT do

• Breach of Ethics – refer to ICF Code of Ethics
• Behave more in another role (mentor, consultant, teacher, counselor, boss, etc.) than a coaching role
• Choose the topic or goal for the client
• Ignore client changes to agenda or goal
• Focus more on own knowledge of client’s topic rather than client’s thinking about topic
ICF Coaching Competencies and Behaviors: What Coach does NOT do

• Ignore/be unresponsive to client’s comments
• Tell client what to do instead of inquiring
• Communicate unclearly - convoluted or circuitous ways
• Use standard approaches instead of curious questions
• Prescribe their own plan for client to follow instead of partnering to develop a client-based, -focused plan
Coaching Distinctions

• Professional Field Supported by ICF
• Code of Ethics
• Training/Education, Certificates/Certifications
• Unique role/responsibilities of a Coach
• Coaching is a specific process which can use other process models
• ICF describes specific coaching competencies, behaviors, do’s and don’ts
• Coaching Foundation of Literature and Research
• Coaching provides organizational and individual benefits
Questions? Comments?
How Can Coaching Benefit You?

• Coaching brings a shift in corporate culture that increases productivity by changing it, such as: from command and control to collaboration and creativity.
• Coaching helps close the gap between generations by increasing engagement and encouraging progress that benefits all parties involved.
• Organizational Benefits: Companies that use professional coaching for business reasons have a median return on investment of seven times their initial investment.
• Coaching assists organizations in reaching a preferred future, such as: ISO/IEC 17025.
How Can Coaching Benefit You?

• Individual Coaching Benefits: Leadership is strengthened; communication is enhanced; listening is fine-tuned; and the overall organization becomes more effective.

• Financial Benefits: According to the *ICF Global Coaching Client Study*, individual clients reported a median return on investment of 3.44 times their investment.
How Can Coaching Apply to You?

• Competing Commitments:
  – Too busy with work & life
  – Feeling overwhelmed

• Trust: How can I work with/for you if I don’t trust you?
  – With Individual working relationships
  – Within group relationships

• Communication & Culture:
  – You are from a different job, generation or country. You don’t understand me!

• Leadership Development:
  – When taking on a new or different role
  – For Legacy Planning

• Interpersonal Relationships, Difficult Challenges, Emotional Intelligence Issues – either Individual or within Groups/Teams
Use of Coaching Skills and Behaviors

Following Coaching Competencies can benefit you:

• C. Communicating Effectively
  5. Active Listening
  6. Powerful Questioning
  7. Direct Communication

• D. Facilitating Learning and Results
  8. Creating Awareness
  9. Designing Actions
  10. Planning and Goal Setting
Use of Coaching Skills and Behaviors

Following Process Models can be used in Coaching and Mentoring:

• GROW Model
• Advocacy & Inquiry Model
Questions?  Comments?
Summary

You have had the opportunity to:

• Identify the basics of coaching: definition; roles, responsibilities; processes; skills, competencies, behaviors; do’s, and don’ts

• Discuss how coaching applies to and can benefit APHL members

• Describe how to use coaching skills and behaviors at APHL members
Questions? Comments?
THANK YOU!

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Performance Driven — Racing to Results
Coaching Success in Lesotho
Andrew Cannons, Ph.D.
Laboratory Director
FL Bureau of Public Health Laboratories-Tampa
The Global Challenges

• A Seven Hour Time Difference
  – Daylight Savings Did Not Help!

• International Phone Rates
  – To Save On $s - Use of Skype
Other Challenges

• No Formal Coaching Experience
• No Qualifications
• Mentoring v coaching
• Language and cultural differences
• Priorities
Overcoming The Challenges

• Make Use of Experience
  – The Emerging Leaders Program
  – As a Laboratory Director
  – Life!

• Training
  – Limited, but essential

• Knowing the Difference Between Mentoring and Coaching

• Being Flexible

• Lots of Luck!
### The Global Coaching Experience

- **Coaching Program Began July 2014**
- **Assigned MokenyaKenya Matoka, International LIS Officer in Lesotho MOH**
- **Exchanged Short Biosketches Prior to the First Interactions**

**COACHING - PARTICIPANT**

- What do you want your coach to know about you?
- In describing your leadership skills today, what three words come to mind that you would like to share with your coach?
- What would people with whom you work say about you in your role?
- Are there areas you already know you want to work on? Are there skills or areas your colleagues would recommend you work on?
- **Leader you admire & why (75 words or less):**
- **Favorite Quote or saying (optional):**

**COACH BIO**

- What do you want people to know about you?
- What draws you to leadership issues?
- **Leader you admire & why (75 words or less):**
- **Favorite Quote:**
The Global Coaching Experience
The First Call

• July 15, 2015
• A Few Technical Issues
• Managed to Discuss:
  – Our backgrounds
  – How we got to where we are
  – Personality traits
  – Leadership skills
  – What Mokenyakenya was expecting

BOTH
CONCLUDER, PRODUCER
THRUSTER, ORGANIZER
CONTROLLER, INSPECTOR
The Global Coaching Experience
The Monthly Calls

• A Prep Form Sent Out The Week Before Each Scheduled Call
  — Mokenyakenya completes and returns 24 hours prior to the call
  — This includes:
    • Mokenyakenya setting the agenda for the call
    • Identifying challenges, issues he wants to discuss

• My Task:
  – To provide paths rather than answers to address challenges
  – Keep us on track
  – Listen and design/create goals
The Global Coaching Experience
The Monthly Calls

_Coaching Session Prep Form for Mokenyakenya – for 10/28/2014_

Please email this form to (Andrew.cannon@fheath.gov) 24 hours before our next coaching session (due 5:00 pm, 10/27/14).

1. Here are the _Action Steps_ that I promised to take at the end of our last meeting.

2. This is what I have _accomplished_ that I am feeling good about and that I am _celebrating_.

3. This is what I _didn’t get done_ but was planning on or intending to do.

4. _Current status_ on my project:

5. This is what I _learned_ about myself this month:

6. The outer _challenges_ or inner _obstacles_ that I’m now facing are:

7. These are the _opportunities_ in front of me that I’d like to take advantage of:

8. These are the _coaching opportunities_ in front of me that I would like to practice in the next month:

9. _My agenda for our meeting_ Here is what I want to discuss in our session and this is how my coach can support me this month:

10. Here are the _Action Steps_ I commit to taking before our next meeting: (To be completed at the end of our current meeting)
The Global Coaching Experience
A Typical Call

• SKYPE connection made
• Brief discussion, catch up on the month’s events at work/home
  • Good things
  • Issues
• Discuss the action steps from the previous month’s call:
  • What has worked, what hasn’t, what are we celebrating
• Discuss what the coachee has learned about himself
• Spend most of the call on the agenda items:
  • What specific issue/developments has the coachee identified –THE COACHING PROCESS
• Finish up with action steps that the coachee will work on for the next call
• SKYPE connection terminated!
The Global Coaching Experience
What I Have Discovered

• Coaching Benefits Both Parties
• The Coaching Experience is Immeasurable
• As a Coach You Become More Confident, Understanding
• As a Coach You Learn to Think On Your Feet
• It Feels Great That You are Making a Difference
• You Develop a Friendship – Priceless
• The Future.........
The Global Coaching Experience
What Mokenyakenya Has Discovered

• I was nervous
• Setting the agenda was challenging but I as we progressed I saw the benefits of this

• I have learned some very important things which have played an important role both as a person and as an emerging leader:
  – To be a good listener. On a daily basis I am learning to be an active listener
  – To improve my innovation or creativity levels
  – I am an introvert, and was advised try to participate more. To date I have participated much to my team project even took the leadership to present our project progress, and lead some of the team activities

• Generally Dr. Andrew had played a major role in terms of discovering new habits and potential in me, most importantly self confidence.
The Global Coaching Experience
Response From Other Coaches

Challenging, but promising.
We take for granted what we have here in the US

Eye-Opening
A very positive experience to me. We quickly realized about our comfort zones and found out lots of commonality in our temperament - then communications were lot more friendly. Now I know I have another good friend in that part of Africa

Shared Learning
We connected on a friendly colleague-to-colleague level. It was hard to gage if the coaching support provided actually helped them through the program

Rewarding
Coaching process made me a better leader. Technical hurdles were frustrating but were overcome
The Global Coaching Experience

Final Thoughts

• Global Coaching IS an Experience
• There are Some Specific Issues BUT Resolvable (in most cases)
• When the Trust & Confidence is Built, the Process Follows
• You Feel You Are Making a Difference
• It Makes You a Better Leader
• ON TO THE NEXT ONE!!
THANK YOU!
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Performance Driven — Racing to Results
The Coaching Relationship
Kerry Buchs MHA, MT(ASCP)
Laboratory Operations Director
Philadelphia Public Health Laboratory
My Fears before agreeing to become a coach

– No formal training
– Not being a good coach
– Will I be able to help and support someone
Starting Line

• Matched with a member of the APHL Emerging Leader Cohort #7

• Completing the Coaching Agreement
Responsibilities as a Coach

• Meet once per month
• Request agenda 1 day in advance
• Be present when on the call
• Be mindful when you are speaking as a colleague and/or as a coach
• Use this opportunity to increase your own self awareness
First call – Fall of 2014

• Exchanged Biographies
• Got to know each other – formed a bond
• Talked about expectations of this experience
• House keeping issues – when to call, how long, how often
My Challenges as a Coach

• Time- there never seemed enough time
• Switching between a coach and a mentor
• Keeping on the set agenda
Coachee Challenges

• Time
• Understanding the coaching process
• Knowing I was being coached but needing mentoring
• Taking good coaching and finding time to put it into action
Support from APHL

• Monthly Coaches call
• Feedback and sharing experiences
• Webinars on Coaching and Mentoring
Last Thoughts

• Would I do this again?

• Was it worthwhile?

• What did I gain from this experience?

• What would I do differently?
People will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou
THANK YOU!
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Performance Driven — Racing to Results
Coaching and Leadership

Patrice Held, Ph.D.

Emergent Leader Program, Cohort 7

Co-Director, Newborn Screening & Biochemical Genetics Laboratories

Wisconsin State Laboratory of Hygiene
At the starting line...

- Apprehension and excitement
- Preparation for our first meeting

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**Coaching Session Prep Form for Patrice Held — for April 24, 2015**

Please email this form to [COACH EMAIL] 24 hours before each coaching session.

1. Here are the Action Steps that I promised to take at the end of our last meeting:

2. This is what I have accomplished that I am feeling good about and that I am celebrating:

3. This is what I didn’t get done but was planning on or intending to do:

4. Current states on my project:
   - Laboratory Management
   - Academic goals

5. This is what I learned about myself this month:

6. The outer challenges or inner obstacles that I’m now facing are:

7. These are the opportunities in front of me that I’d like to take advantage of:

8. These are the coaching opportunities in front of me that I would like to practice in the next month:

9. My agenda for our meeting. Here is what I want to discuss in our session and this is how my coach can support me this month:

10. Here are the Action Steps I commit to taking before our next meeting. (To be completed at the end of our current meeting).
Breaking a sweat…

How are we going to spend our time together?
• Develop my academic/career goals
• Develop strong leadership skills
“THE PROBLEM WITH COMMUNICATION... IS THE ILLUSION THAT IT HAS BEEN ACCOMPLISHED.”

GEORGE BERNARD SHAW
Tools I used along the way...

• Communication Survey
• LEAN
• Interview with a bishop
Nearing the finish line…
Or ready to take the next lap…

My coach has given me…

• Practical ideas that I can easily implement
• Challenged me to think critically about my goals and objectives
• Ideas to ponder or consider

Can I call myself a leader?
THANK YOU!
Performance Driven — Racing to Results