

# Building a Coaching Culture

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Solutions that Matter



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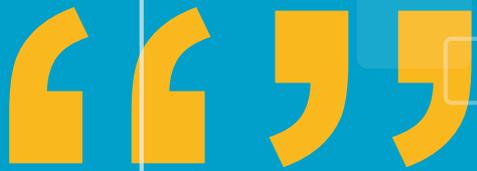
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In my early professional years I was asking the question: How can I treat, or cure, or change this person?

Now I phrase the question in this way:

**How can I provide a relationship which this person may use for his own personal growth?**

Carl Rogers

Father of Humanism, Psychology

# What is Coaching?

Coaching is a person-centered, strength-based way of working with others that helps them direct the changes they want to make in their own lives.

## Coaching is:



Active Listening



Powerful Questions



Individualized and Self Directed

## Coaching is not:



Passive and Distracted Listening



Authoritative Statements

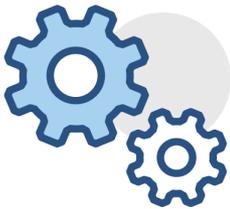


Generic, Agency or Caseworker Directed

# Coaching as a Case Management Tool



Coaching is an effective way to engage and build rapport with **participants**.



Coaching promotes independence, builds problem-solving skills, and helps participants **realize their strengths**.



Coaching techniques are useful through the **case management phases** of intake, assessment, goal-setting, and follow-up.

# PCG Human Services Coaching Framework™



**Person  
Centered**



**Relationship  
Based**



**Goal  
Driven**

**Sustainable Change Monitoring & Evaluation**



# Person Centered



# A Person-Centered Approach:

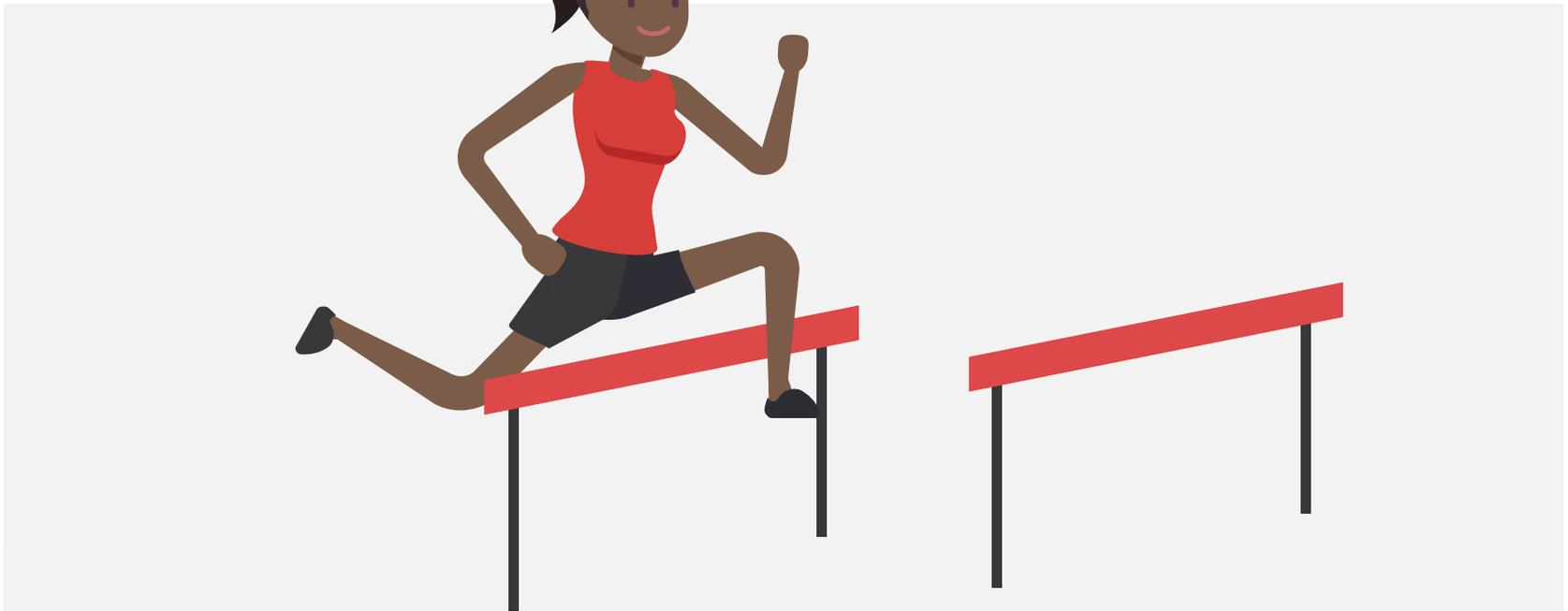
*...recognizes choice and complexity*



***...develops the participant's sense of ownership***



*....recognizes barriers, but leverages strengths to overcome them*

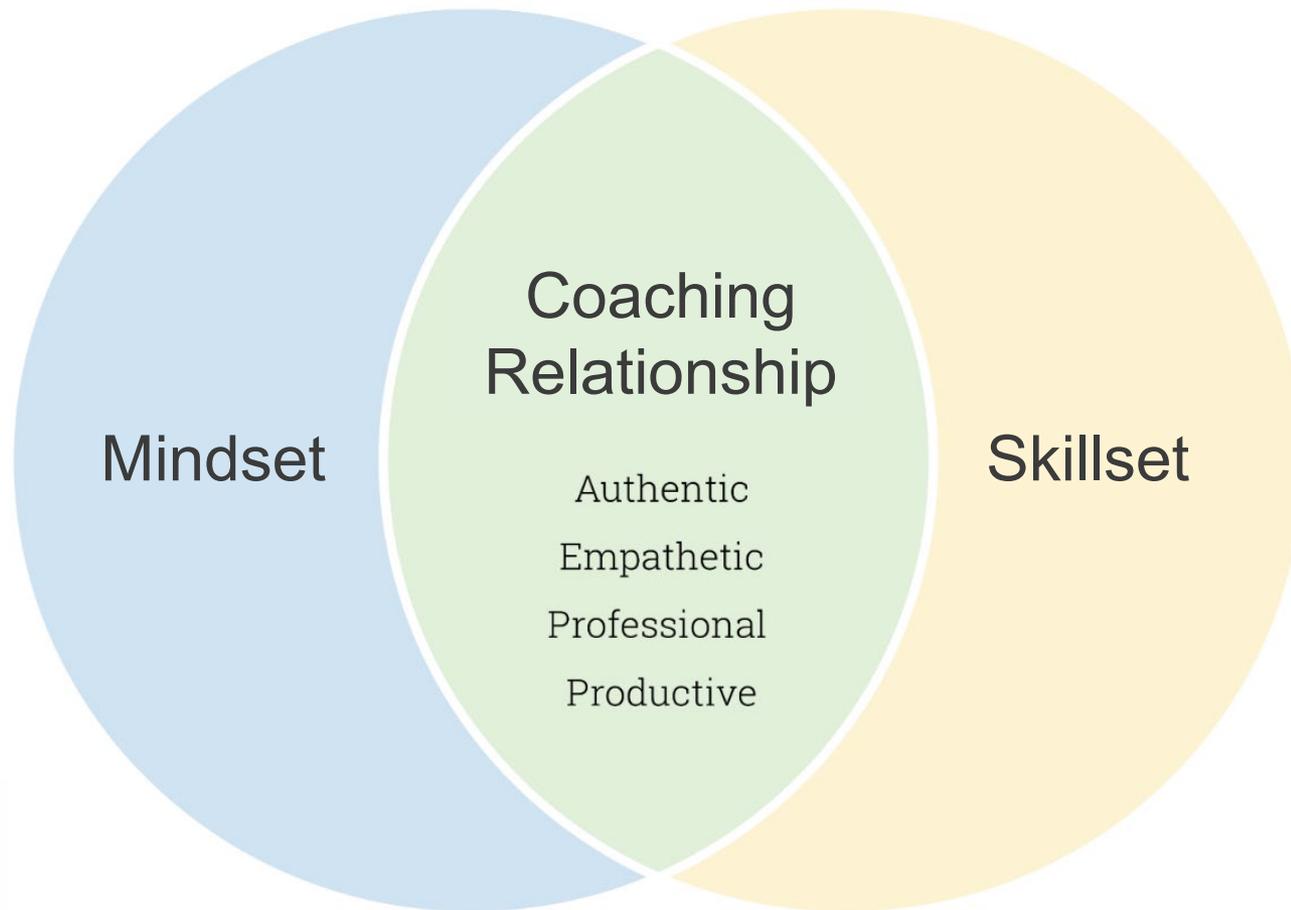




# Relationship Based

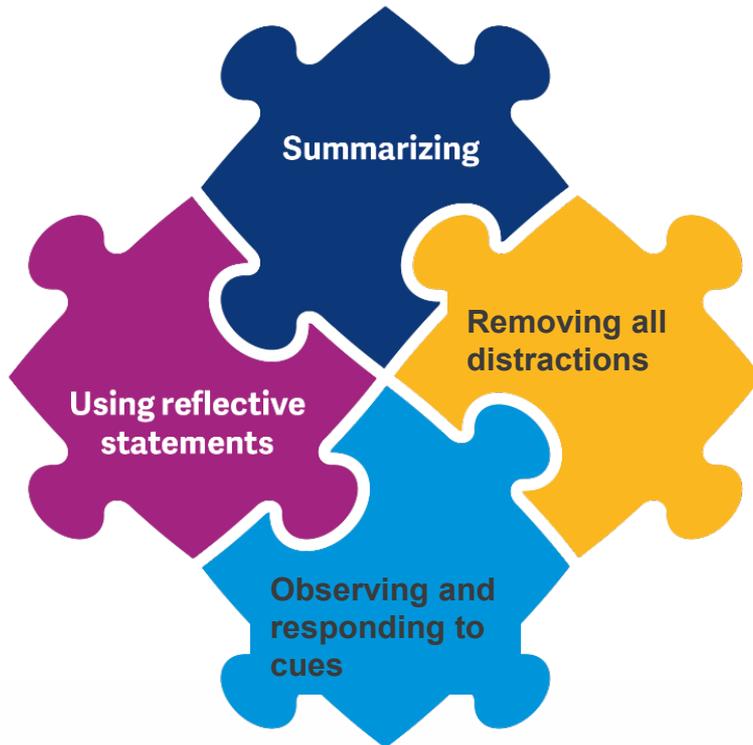


# Components of a Coaching Relationship

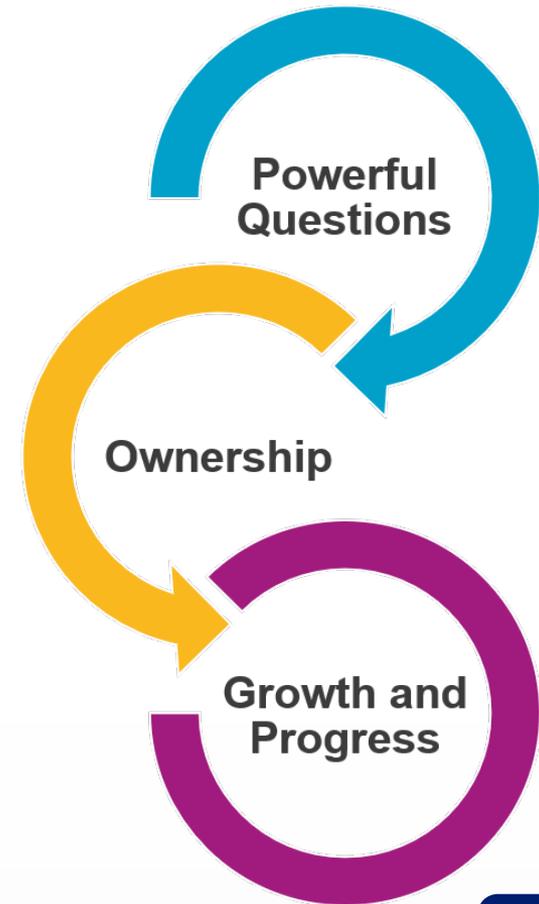


# Tools for Building a Coaching Relationship

## Active Listening



## Powerful Questions





**Goal  
Driven**

# Research Says Goals Make a Difference

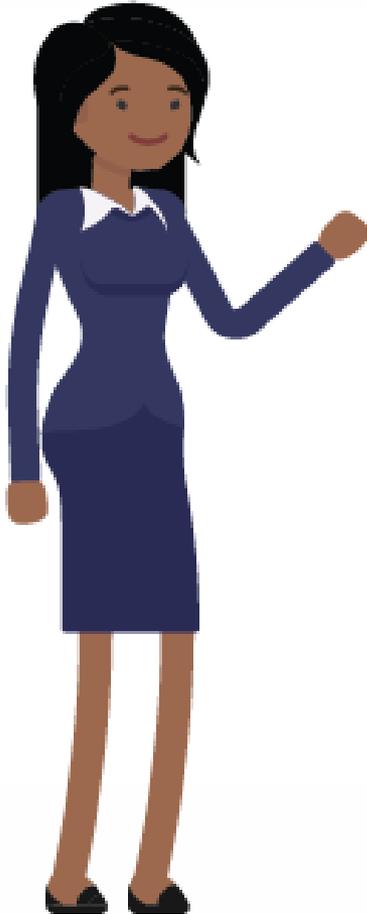
**Goal Setting**



**High Levels  
of Performance**



# Best Practices in Goal Setting



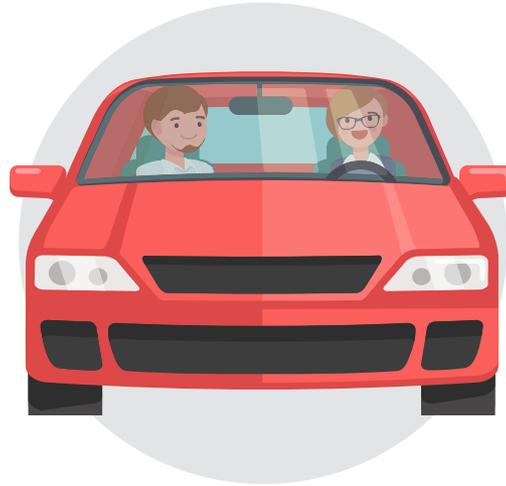
- ✓ Specific goals work better (SMART, STAR)
- ✓ People should set their own goals
- ✓ Rewarding progress is more effective than punishing setbacks
- ✓ Short-term goals lead to progress -- break tasks into smaller parts (Scaffolding, Scaling)

# The “Coaching Mindset”: Supporting Skill Development



## Partnership of Equals

A partnership that honors person’s expertise and experience



## Ownership

Progress is made when individuals are in the driver's seat of their journey



## Choice

The participant is resourceful and can choose how he/she responds to life

# Impact to Programs

<b>Process driven measures</b>	<b>VS.</b>	<b>Outcome driven measures</b>
<b>Staff driven goal development</b>	<b>VS.</b>	<b>Participant driven goal development</b>
<b>Support inability</b>	<b>VS.</b>	<b>Unleash ability</b>
<b>One-size-fits-all</b>	<b>VS.</b>	<b>Individuality &amp; Choice</b>



# Coaching in the Aloha State



# Hawaii Department of Human Services (DHS) Benefit, Employment and Support Services Division (BESSD)

Pankaj Bhanot  
DHS Director

Brian Donohoe  
Division Administrator  
Scott Nakasone  
Assistant Administrator

**Benefit, Employment and Support Services Division**

## **Child Care Program Office**

(Child Care Tuition Assistance, Child Care Licensing, State-Funded Prog)

## **Employment and Training Program Office**

(TANF Work Program "First-To-Work")

## **Financial Assistance Program Office**

(TANF, LIHEAP, State-Funded Programs)

## **Homeless Programs Office**

## **SNAP Office and SNAP E&T**

## **Statewide Branch – Operations**

(Processing Centers, Child Care Licensing Units, TANF Work Prog Units)





## Why Coaching? Why Now?

### ‘OHANA NUI (means ‘large or extended family’)

- State initiative – DHS lead agency
- Based on the national framework and principles of two-generation (2Gen) approach developed by *Ascend at the Aspen Institute*
- Service Delivery from program-based to family-centric approach
- Act 82, SLH 2019, amended Hawaii Revised Statute §26-14:

“The department shall administer programs through an integrated and multigenerational approach designed to improve the social well-being, economic security, and productivity of the people of the State and to reduce incidence of intergenerational poverty and dependence upon public benefits.”





# Change the Culture in BESSD

## Implement the principles of `Ohana Nui

- Statewide Branch – improve operations (quantity vs. quality)
- Invest in staff’s professional development – develop formal training for all supervisors
- Integrate coaching into training curricula – supervisors, program-specific
- Expanded scope to provide coaching training division-wide
  - All administrators
  - All unit supervisors statewide (eligibility staff, work program staff, child care licensing workers, investigations staff)





# Expand Supportive Services for Families

## FIRST-TO-WORK PROGRAM (TANF)

- Initial plan – coaching tool for First-To-Work (TANF) case manager and supervisors
- Integrate 2Gen approach – *Ascend at the Aspen Institute*
- Expand supportive services – address needs of the parents, children, and family unit
- Professional development
  - Domestic Violence (Child and Family Service & YWCA of Kauai)
  - VR Case Management (University of Hawaii, Center on Disability Studies)
  - Motivational Interviewing (University of Hawaii, School of Social Work)
  - Financial Literacy (University of Hawaii, Center on Disability Studies)
  - [Future] Trauma-Informed
- Coaching Framework and Sustainable Change





# Coaching Framework & Sustainable Change

- March 2019 – Kick-Off Meeting
  - Focus Group Discussions – Administrators, FTW Units, Processing Centers
  - PCG Site Visits to Processing Centers and FTW Units
    - Pohulani Processing Center (East Oahu)
    - Downtown II FTW Unit (East Oahu)
    - Waipahu Process Center (West Oahu)
    - Waipahu FTW Unit (West Oahu)
    - Kona Processing Center (West Hawaii)
    - Kona FTW Unit (West Hawaii)
    - Maui Processing Center
    - Maui FTW Unit
  - Day-to-day operations - identify “touch points” where coaching can occur
  - State’s Performance Appraisal System (PAS) for state employees
  - Train-the-trainers – integrate into training curricula for programs
- Three cohort groups – administrators, supervisors, FTW case managers
  - Three all-day training sessions
  - Sustainability Plan – coaching circles, coaching champions, TA, monthly coaching tips, mindset survey
  - Cohort group 4 – administrators, program specialists, supervisors, case managers

**#MOACHING in the Granite**



# New Hampshire Department of Health and Human Services

There is a new Division of Economic & Housing Stability (DEHS) within the family of Human Services & Behavioral Health. Our Division will play a key role in promoting a more holistic, multi-generational and integrated approach for high risk individuals, families and children. We are realigned into five new Bureaus.

Bureau of  
Family  
Assistance

Bureau of Child  
Support  
Services

Bureau of  
Housing  
Supports

Bureau of Child  
Development &  
Head Start  
Collaboration

Bureau of  
Employment  
Supports



A decorative graphic on the left side of the slide, featuring a central white rounded square containing four yellow quotation marks. Surrounding this are various other white rounded squares and solid purple squares of different sizes, some connected by thin white lines, creating a network-like pattern.

““””

**“Give a man a fish,  
and you feed him for  
a day. Teach a man to  
fish, and you feed him  
for a lifetime.”**

~ Chinese Proverb

# Why Coaching? Why Now?

Timing is everything....opportunity to align with refresh and New Hampshire Whole Family Approach and a need to update tools and resources.

**Motivational Interviewing  
2008 to Coaching 2019 =  
#MOACHING!**

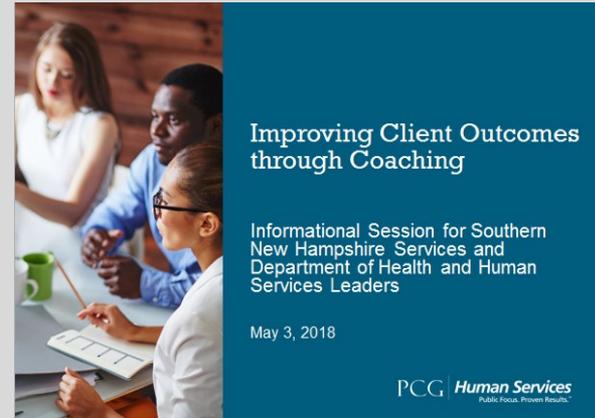


# #MOACHING Timeline

- Provided Coaching information for leaders and field staff, including division and interagency representatives, stakeholders, and partners.
  - Also included contracted partners, field staff, and management
- Aha! Moment: Communication is critical and having all key participants at the table together is essential for immersion in coaching and for a parallel process to ensue
- Importance of slowing down to gain ground by concentrating on one task at a time, and laying out a foundational strategy for buy-in and real change

## Timeline

- Leadership training May 2018
- All Staff training June 2019
- Roll out “Road to My Goal”



# Now You Try It: Road to My Goal

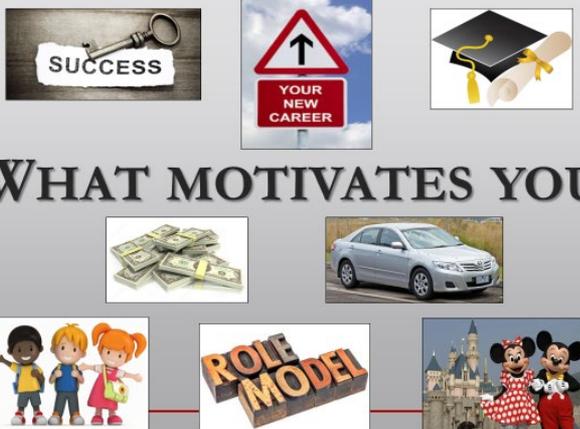
New Hampshire's new #MOACHING Goal Setting tool

# NHEP Orientation starts with Goal Setting

## NEW HAMPSHIRE EMPLOYMENT PROGRAM ORIENTATION

Sponsored by:  
Department of Health & Human Services  
& Southern NH Services

1



### WHAT MOTIVATES YOU?

2

## NHEP IS AN OPPORTUNITY FOR YOU!

- N**ew ➤ **N**eed
- H**ampshire ➤ **H**elp
- E**mployment ➤ **E**stablishing a Career
- P**rogram ➤ **P**athway?

4



# Road to My Goal

DHHS/DEHS/BES DRAFT NHEP Form 06/2019

## Road to My Goal

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

**GOAL:** *What do I want to do?*

\_\_\_\_\_

\_\_\_\_\_

**MOTIVATION:** *Why do I want to do this?*

\_\_\_\_\_

\_\_\_\_\_

**PLAN:** *What steps do I need to take to meet my goal, and when?*

STEPS	DATE	DONE
1. _____	_____	<input type="checkbox"/>
2. _____	_____	<input type="checkbox"/>
3. _____	_____	<input type="checkbox"/>
4. _____	_____	<input type="checkbox"/>
5. _____	_____	<input type="checkbox"/>

**ASSESS:** *How will I know that I met my goal?*

\_\_\_\_\_

\_\_\_\_\_

**POSSIBLE CHALLENGES:** *What might get in the way of meeting my goal?*

\_\_\_\_\_

\_\_\_\_\_

**BACKUP PLANS:** *If a challenge happens, then I will...?*

\_\_\_\_\_

\_\_\_\_\_

**EVALUATE:** *What did I learn from this?*

\_\_\_\_\_

\_\_\_\_\_

**IMPROVEMENTS:** *What will I do differently next time?*

\_\_\_\_\_

\_\_\_\_\_

START

FINISH

- Implemented as part of NHEP Orientation
- Pilot program ongoing now
- Survey results for August being collected as we speak

## Instructions

- Pair up with a partner
- Use Coaching techniques (powerful questions, active listening) to help your partner fill out their Goal
- Identify a real goal (professional or personal)



# Considerations for Implementation

# Considerations

- ✓ Design a program that fits each state ... what works in New Hampshire ... may not make sense in Hawaii
- ✓ Change Readiness
  - ✓ How ready is your state to implement a change?
  - ✓ How you measure success? For staff? For participants?
  - ✓ Generate buy-in at all levels – and encourage leaders to model desired behaviors
  - ✓ Be patient: Change doesn't happen overnight
- ✓ Evaluation
  - ✓ Mindset Survey – measuring how “in tune” with the Coaching mindset leadership and staff are before and after training
  - ✓ Staff Surveys of new tools – measuring impact of the Road to my Tool



# Questions

