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**COACHING** FOR  
**Success**

LEARNING COMMUNITY

X HALFTIME REPORT

SESSION 1

# COACHING SUPERVISION:

**It Begins with YOU!**



# PRESENTERS

## Stephanie Brueck-Cassoli, LCSW

Director of Curriculum & Instruction  
EMPath – Economic Mobility Pathways

## Samantha Wulfsohn, Ph.D.

Senior Associate  
MDRC | Families & Children Policy Area



# INTRODUCTIONS



**Who?**



**Where?**



**What?**



# WEBINAR GOALS

- Build the learning community of supervisors responsible for supporting coaching
- Provide supervisors with a place to consider and discuss their role as change agents
- Learn about supervision approaches supportive of the coaching process
- Begin building a toolkit to support coaching



# AGENDA SESSION 1

- The supervisor as change agent
- Supervision in coaching
- Next Steps



# LEADERSHIP STYLES





# METHODS OF LEADING



# METHODS OF LEADING



Power





# METHODS OF LEADING



# METHODS OF LEADING



## Relationships



# METHODS OF LEADING



# METHODS OF LEADING



## Politics



# METHODS OF LEADING



# METHODS OF LEADING



**By Example**





# METHODS OF LEADING



# METHODS OF LEADING



## Sharing Goals



# METHODS OF LEADING



# METHODS OF LEADING



## Persuasion



# METHODS OF LEADING



# METHODS OF LEADING



**Charisma**





# WHAT IS YOUR TYPICAL LEADERSHIP STYLE?



# THE SUPERVISOR AS A CHANGE AGENT



# THE SUPERVISOR AS CHANGE AGENT

1

Translating the  
vision in a  
meaningful way



# THE SUPERVISOR AS CHANGE AGENT

1

Translating the  
vision in a  
meaningful way

2

Serving as a  
catalyst for  
change



# THE SUPERVISOR AS CHANGE AGENT

1

Translating the  
vision in a  
meaningful way

2

Serving as a  
catalyst for  
change

3

Creating a  
climate that  
supports  
coaching



# THE SUPERVISOR AS CHANGE AGENT

1

Translating the vision in a meaningful way

2

Serving as a catalyst for change

3

Creating a climate that supports coaching

4

Motivating and supporting staff





# LEADERSHIP FOR CHANGE



Reflect



# BALANCING ORGANIZATIONAL AND STAFF NEEDS

Think about how to link individual and organizational change!



Need to get things done and meet the goals of the system ....



while also respecting staff rights to autonomy and individual expression

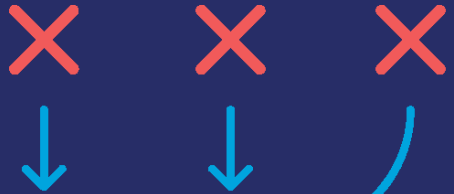


# GROUP BRAINSTORM

Organizational Goals	Staff Needs



# SUPERVISION IN COACHING



# HOW DO YOU DEFINE SUPERVISION?

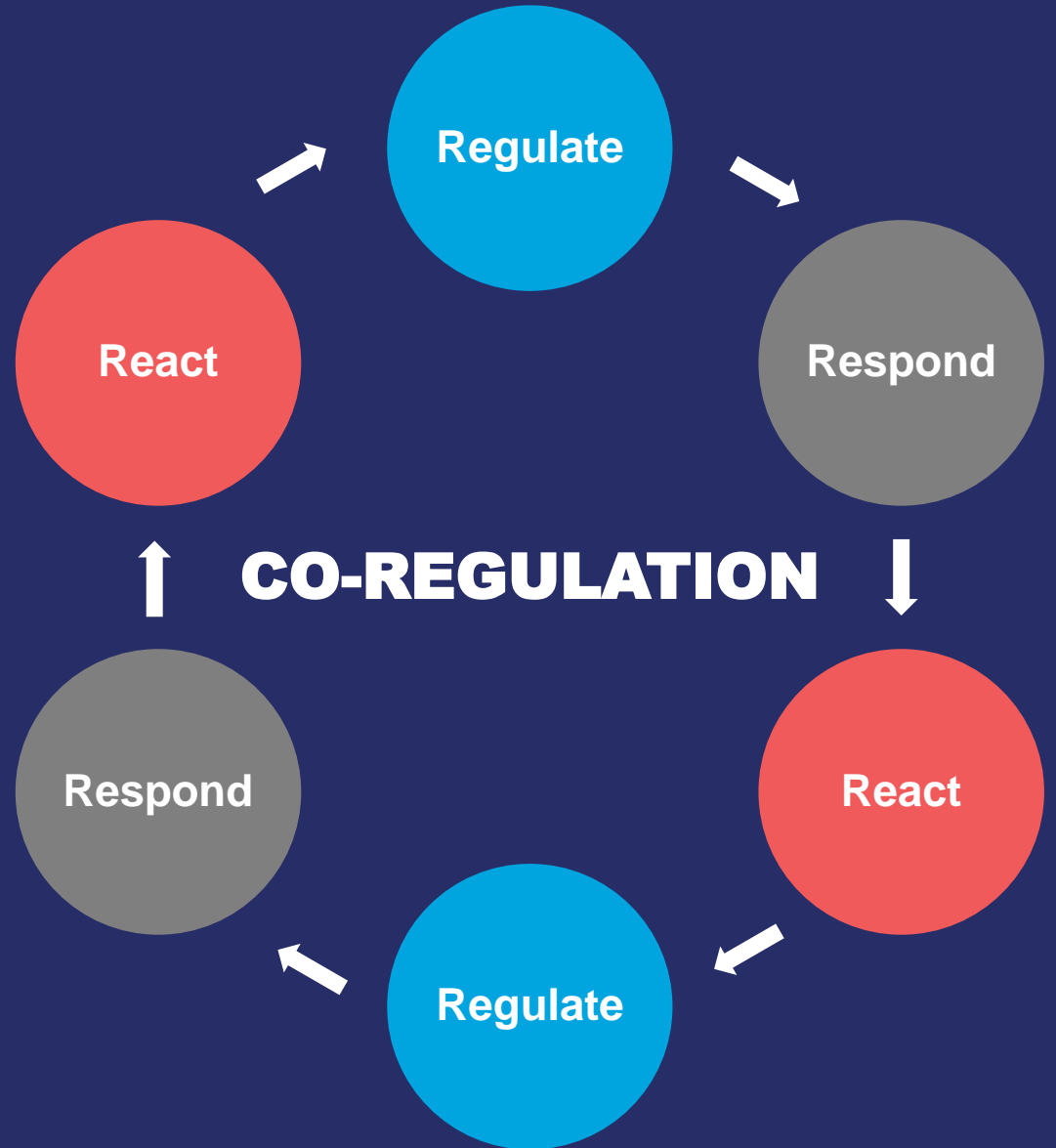






**Supervision** is a place where both parties are constantly learning, and to stay a good supervisor is to return regularly to question, not only the work of the supervisees, but also what you yourself do as a supervisor and how you do it.”

Hawken & Shohet (2012)





# THE GREEN EDGE OF THE WEDGE





Building  
Trusting  
Relationships

Accountability  
& Follow Up

Goals  
Orientation

Problem  
Solving

Self-Assessment  
& Goal Setting

# ROADMAP TO COACHING

# BUILDING TRUSTING RELATIONSHIPS

What does it look like in  
direct service staff?

What does it look like in  
a supervisory relationship?



# BUILDING TRUSTING RELATIONSHIPS

## What does it look like in direct service staff?

- Believing in participants, and helping them to see a brighter future for themselves.
- Understanding a participant's deeply-held values, their long-term goals, and their motivations.
- Tying these into program goals.
- Creating momentum by highlighting the positive.

## What does it look like in a supervisory relationship?



# BUILDING TRUSTING RELATIONSHIPS

## What does it look like in direct service staff?

- Believing in participants, and helping them to see a brighter future for themselves.
- Understanding a participant's deeply-held values, their long-term goals, and their motivations.
- Tying these into program goals.
- Creating momentum by highlighting the positive.

## What does it look like in a supervisory relationship?

- Believing in staff, and helping them to see their own future.
- Understanding staff's own values, goals, and motivations, and tying these into program/organizational goals.
- Always highlighting the positive: "glimmers".



# SELF-ASSESSMENT & GOAL SETTING

What does it look like in  
direct service staff?

What does it look like in  
a supervisory relationship?





# SELF-ASSESSMENT & GOAL SETTING

## What does it look like in direct service staff?

- Using a self assessment
- Reflecting on the self assessment to elicit goal talk
- Making sure the goals come from the participant (but are aligned with program goals)

## What does it look like in a supervisory relationship?





# SELF-ASSESSMENT & GOAL SETTING

## What does it look like in direct service staff?

- Using a self assessment
- Reflecting on the self assessment to elicit goal talk
- Making sure the goals come from the participant (but are aligned with program goals)

## What does it look like in a supervisory relationship?

- Engaging staff in self assessment: what are their strengths, and how would they like to grow?
- Engaging them in goal setting—both short-term and longer term—so that they can feel they are working toward something.



# ACCOUNTABILITY & FOLLOW-UP

What does it look like in  
direct service staff?

What does it look like in  
a supervisory relationship?



# ACCOUNTABILITY & FOLLOW-UP

## What does it look like in direct service staff?

- Following through on actions with participants.
- Providing a summary of meetings.
- Checking in on action steps for goals or meaningful events.

## What does it look like in a supervisory relationship?



# ACCOUNTABILITY & FOLLOW-UP

## What does it look like in direct service staff?

- Following through on actions with participants.
- Providing a summary of meetings.
- Checking in on action steps for goals or meaningful events.

## What does it look like in a supervisory relationship?

- Providing consistent time and space for supervision.
- Following through on actions discussed.
- Revisiting work plans and individual goals of staff on an ongoing basis.



# PROBLEM SOLVING: STRATEGIZING & PROVIDING EXPERTISE

What does it look like in  
direct service staff?

What does it look like in  
a supervisory relationship?



# PROBLEM SOLVING: STRATEGIZING & PROVIDING EXPERTISE

## What does it look like in direct service staff?

- Helping participants to explore options and alternatives.
- Eliciting participant's own knowledge by asking about past experiences.
- Offering expertise only when participant asks for it or consents to it.

## What does it look like in a supervisory relationship?



# PROBLEM SOLVING: STRATEGIZING & PROVIDING EXPERTISE

## What does it look like in direct service staff?

- Helping participants to explore options and alternatives.
- Eliciting participant's own knowledge by asking about past experiences.
- Offering expertise only when participant asks for it or consents to it.

## What does it look like in a supervisory relationship?

- Helping staff to explore options and alternatives.
- Eliciting staff's own knowledge by asking about past experiences.
- Offering expertise only after exploring options with staff.





# GOALS ORIENTATION

What does it look like in  
direct service staff?

What does it look like in  
a supervisory relationship?



# GOALS ORIENTATION

## What does it look like in direct service staff?

- Helping participants to stay focused on the big picture.
- Responding, not reacting, to crises.
- Redirecting participants back to goals when crisis arises.

## What does it look like in a supervisory relationship?



# GOALS ORIENTATION

## What does it look like in direct service staff?

- Helping participants to stay focused on the big picture.
- Responding, not reacting, to crises.
- Redirecting participants back to goals when crisis arises.

## What does it look like in a supervisory relationship?

- Helping staff to stay focused on the big picture.
- Responding, not reacting, to crises.
- Redirecting staff back to their work and goals when crisis arises.



# MY NEXT STEPS

Integrating Innovative Employment & Economic Stability Strategies into TANF Programs

**TANF**  
Works!

## My Goal Worksheet

NAME

DATE

What I want to achieve:

Action Steps	Date	How will I know it's done?	Who will follow up or help?

Is there anything that could get in the way of achieving this goal?

What will I do if this happens?

Coaching Supervision - It Begins with YOU!  
My Goals Worksheet  
COACHING FOR SUCCESS SERIES | 2018 - 02

SIGNATURE



ADMINISTRATION FOR  
**CHILDREN & FAMILIES**

# FOR MORE INFORMATION

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# QUESTIONS OR COMMENTS?

