



Nonprofits:

We're Here to
Help YOU

A photograph of three women sitting in a row, likely at a conference or meeting. They are all wearing blue lanyards. The woman in the foreground is a Black woman with short dark hair, wearing a black blazer over a patterned top and large hoop earrings. The woman in the middle is a white woman with long brown hair, wearing a light blue button-down shirt. The woman in the background is a Black woman with long dark hair, wearing a dark blazer. They are all looking towards the left side of the frame.

Coaching Skills: *Bolster Staff Performance & Engagement*

TUESDAY, MAY 10TH, 12PM – 1:15PM | FACILITATOR: LINDA RICH

Jewish Community Council of Greater Coney Island's

NonProfit Help Desk

We focus on *small and emerging nonprofits*, offering:

Workshops * Training * Consulting

2,500 organizations have worked with us, benefiting from support in:

- financial management
- fundraising
- governance
- human resources
- management and operations
- marketing and social media
- strategic planning
- technology



Nonprofits:
We're Here to
Help YOU

COACHING SKILLS:

Bolster Staff Performance & Engagement

May 10, 2022



Best Boss Ever



CHAT:

What did they do
that made them the
best ever?

Single-Sided Demo



**What
do you
notice?**



Making Experience Count

We do not learn from
experience... we learn
from reflecting on
experience.

- John Dewey



Roles

CONSULTANT:

Here's what you should do...



MENTOR:

...what worked for me in the past



COACH: *What's this about for you?
What's most important?
What other information do you need?
What might be getting in the way?*



Tools You Can Use

STAFF



Board & Funders

Peers & Partners

Friends & Family

Self

WHAT not WHY



WHAT not WHY

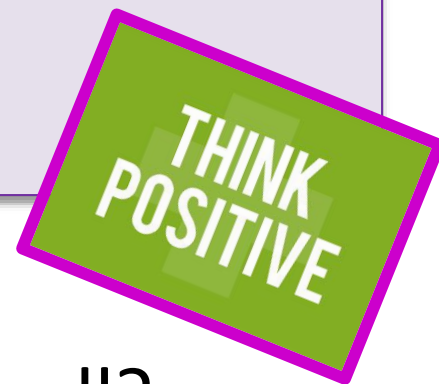
- *What about this matters...*
- *What was the thinking behind...*
- *What about that choice appealed to you..*
- *What would make it more/less [...]?*
- *What might be getting in the way?*

So that....?
Because...?
In order to...?

I'm curious about...
Help me understand...



Positive Approach

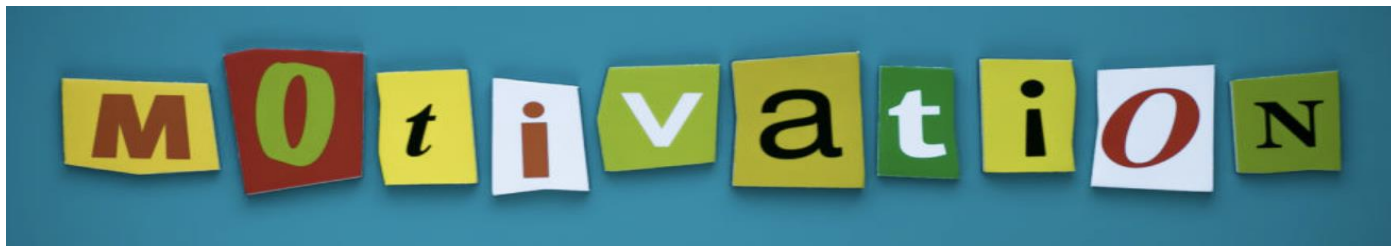


What's going right? When does it go well?



Tell me about a time when you were
[courageous, able to, successful at] ...

When **do** you feel
[appreciated, confident, less frustrated] ?



Energizing activities/jobs/projects ... [*positive*]

What is it about those that ... [*what*]

Suppose great day at work ... [*positive*]

How might we incorporate ... [*options*]

BETTER BOSS / RELATIONSHIP

Scales & Ranges

On a 1-10 scale:

How important ...?

What's the chance of success?

What's going right that got you to this point?

What would it take to get to a [6, 7, 8...]?



On a range from:

[supportive to challenging] how would you rate?

Miracle Questions



If you had
[super powers, a magic wand, unlimited resources]
what would you change?
What would you hope never changes?

If you had a dream where the problem
was solved, what would it be like?



Referencing Others

Who do you know . . . ?



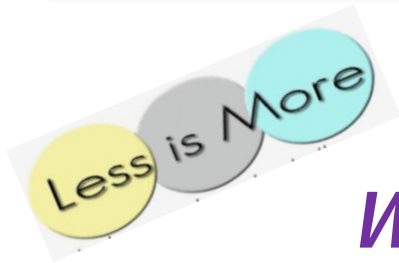
If someone else came to you
with this problem . . . ?

What would your older self tell you?



FOCUS

Helping them vs. feeding own curiosity



What's most important ...

What should we be focusing on?

Where specifically do you want my help?

What's the best use of our time



What do you need me to know?

If you only had 3 bullet points ...

Exercise

ASK! ASK!
Ask! A
ASK! SK!

Repetition



... & then what would happen? 

*When **CAN** you do it?* 



*What do you **REALLY** want?* 

AWE Question: And What Else?

Silence



Silence is golden

Options

What do you see as the choices?

Let's talk possibilities

What else ... ?



Which approach appeals to you?



What about that approach...?

What are the pro's and con's?



- What does success look like? What criteria...
- Next steps?
- What support do you need?



WHEN ... check-in?



Coaching Example

Sam: The inventory process is broken and I think we should fix it.

COACH: What about is it broken?

Sam: It's inefficient and wastes time

COACH: Is that the only broken process?

Sam: No, some other processes are also broken

Coaching Example

Sam: The inventory process is broken and I think we should fix it.

COACH: What about is it broken?

Sam: It's inefficient and wastes time

COACH: Is that the only broken process?

Sam: No, some other processes are also broken

COACH: How should we decide which of the broken processes to fix?

Sam: I guess we should have some criteria.

COACH: Good idea. What criteria should we use?

Sam: Maybe how much of a problem, how much it costs.... [AWE]

Coaching Example

Sam: The inventory process is broken and I think we should fix it.

COACH: What about is it broken?

Sam: It's inefficient and wastes time

COACH: Is that the only broken process?

Sam: No, some other processes are also broken

COACH: How should we decide which of the broken processes to fix?

Sam: I guess we should have some criteria.

COACH: Good idea. What criteria should we use?

Sam: Maybe how much of a problem, how much it costs.... [AWE]

COACH: So, if you apply those criteria, what would be the result?

Would we decide to fix the inventory process?

Susan: Actually, no

Coaching Example

Jeff: *I've been assigned a new project and not sure where to start.*

COACH: You've done projects before. What would you advise someone else who came to you with this issue?

Jeff : *.... to define desired outcomes, then create a plan to get there.*

COACH: Great. What outcomes are you hoping to achieve?

Jeff : *That's just it, I'm not really sure.*

Coaching Example

Jeff: *I've been assigned a new project and not sure where to start.*

COACH: You've done projects before. What would you advise someone else who came to you with this issue?

Jeff : *.... to define desired outcomes, then create a plan to get there.*

COACH: Great. What outcomes are you hoping to achieve?

Jeff : *That's just it, I'm not really sure.*

COACH: What are you unsure about?

Jeff : *This for a new area for me, I don't know that much about it.*

Coaching Example

Jeff: *I've been assigned a new project and not sure where to start.*

COACH: You've done projects before. What would you advise someone else who came to you with this issue?

Jeff : *.... to define desired outcomes, then create a plan to get there.*

COACH: Great. What outcomes are you hoping to achieve?

Jeff : *That's just it, I'm not really sure.*

COACH: What are you unsure about?

Jeff : *This for a new area for me, I don't know that much about it.*

COACH: How might you to learn more or tap others' expertise?

Jeff : *Yes, I guess so I could do that.*

27 **COACH:** What are the options for ...

When **NOT** to Coach

Do **NOT** use coaching to:



- **TELL** – safety, performance, org'l change
ex: know where they stand, what's at stake
- **REFER** – guidelines or specialist

Exercise

ASK! ASK!
Ask! A
ASK! SK!

Recap

- ✓ **WHAT not Why**
- ✓ **Positive Approach**
- ✓ **Scales & Ranges**
- ✓ **Miracle Questions**
- ✓ **Referencing Others**
- ✓ **Focus**
- ✓ **Repetition**
- ✓ **Silence**
- ✓ **Options**
- ✓ **Action**



Getting Unstuck

Barriers:

What's getting in the way?

What stops it from being a 10?



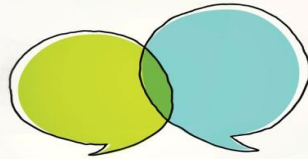
Consequences:

What's the risk of *NOT* doing it?

Enablers:

What's allowing you to stay here?

Role Play



Feelings



It looks like you *might be* [angry, hurt, ...]
Was that really [frustrating] for you?

I'm experiencing you as [*worried, distracted...*]
Is it possible you're showing up this way...



What's this about for you?

Recap

- ✓ **WHAT not Why**
- ✓ **Positive Approach**
- ✓ **Scales & Ranges**
- ✓ **Miracle Questions**
- ✓ **Referencing Others**
- ✓ **Focus**
- ✓ **Repetition**
- ✓ **Silence**
- ✓ **Options**
- ✓ **Action**
- ✓ **Getting Unstuck**
- ✓ **Role Play**
- ✓ **Feelings**





The NonProfit HelpDesk
helping you do good, better.



Inserting Yourself



How can **I** help?

Help **me** understand ...

Can you clarify for **me** ...

I'm experiencing you as somewhat
[distracted, confused, angry/hostile, undecided ...].
Is it possible you're showing up this way...



The NonProfit HelpDesk
helping you do good, better.

