

As you enter...

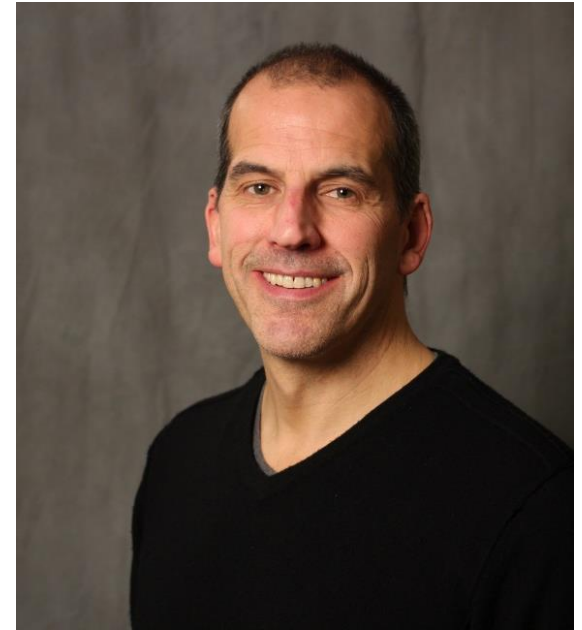
introduce yourself to a neighbor and share:

What attracted you to this session?

What are you hoping to learn?

Imagine, Design and Build Your Internal Coaching Program





King County
Coaching Program
Kara, Tamir, Doug, Eunjoo





Small informational text label next to the framed photograph.





Crazy

Caring





More of ME!



Our pilot KC Coach Cadre



Questions before you start

1. Why do *you* want to do it? Why is it important to *YOU*?
2. What's the value for others?
3. What's the value for the organization?

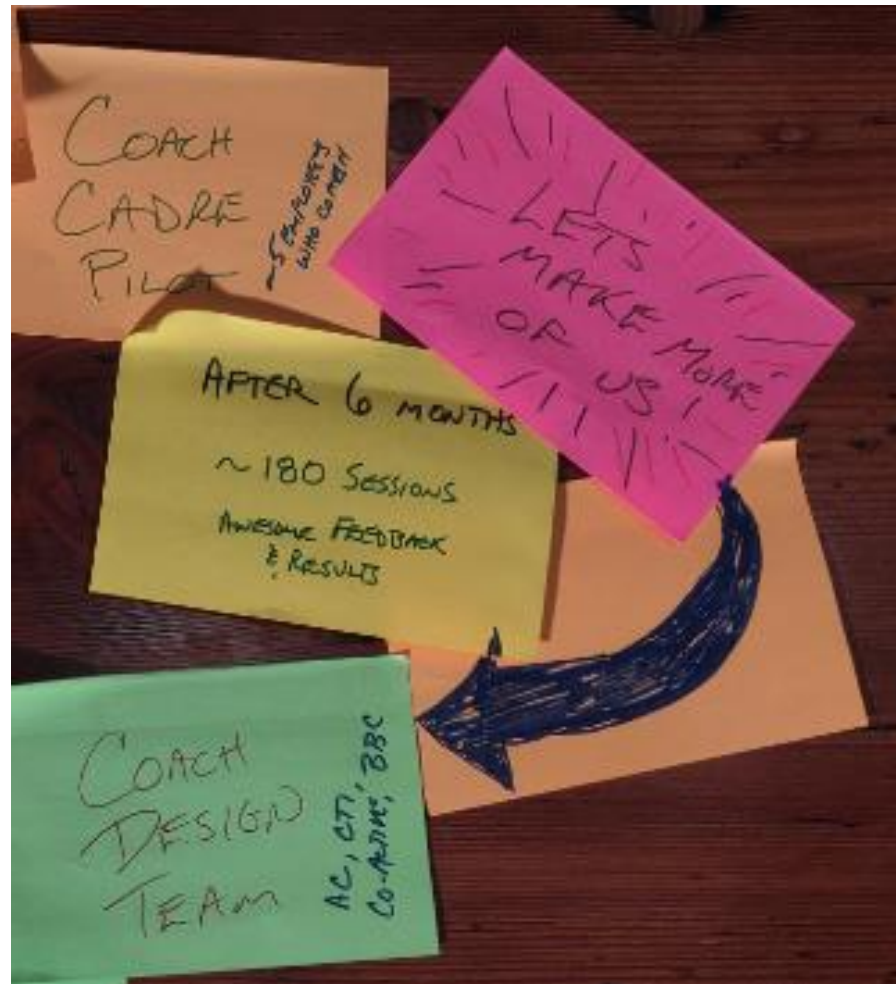


Why a KC Coaching Program?

The KC Coaching Program strategically advances KC *Investing in You* initiatives *Best Run Government, Equity and Social Justice, and Employee Engagement*.

- Creates a “Leader as Coach” culture—a culture of learning, engagement, accountability and career development.
- Offers continuing support and accountability to achieve goals through effective performance management.
- Provides strategic support to transform distressed workplaces into healthy conflict engagement workplaces.
- Supports managers, supervisors, and employees to learn, grow and exceed customer expectations.
- Increases employee ownership of their work and engagement.





Design Team



Our design criteria

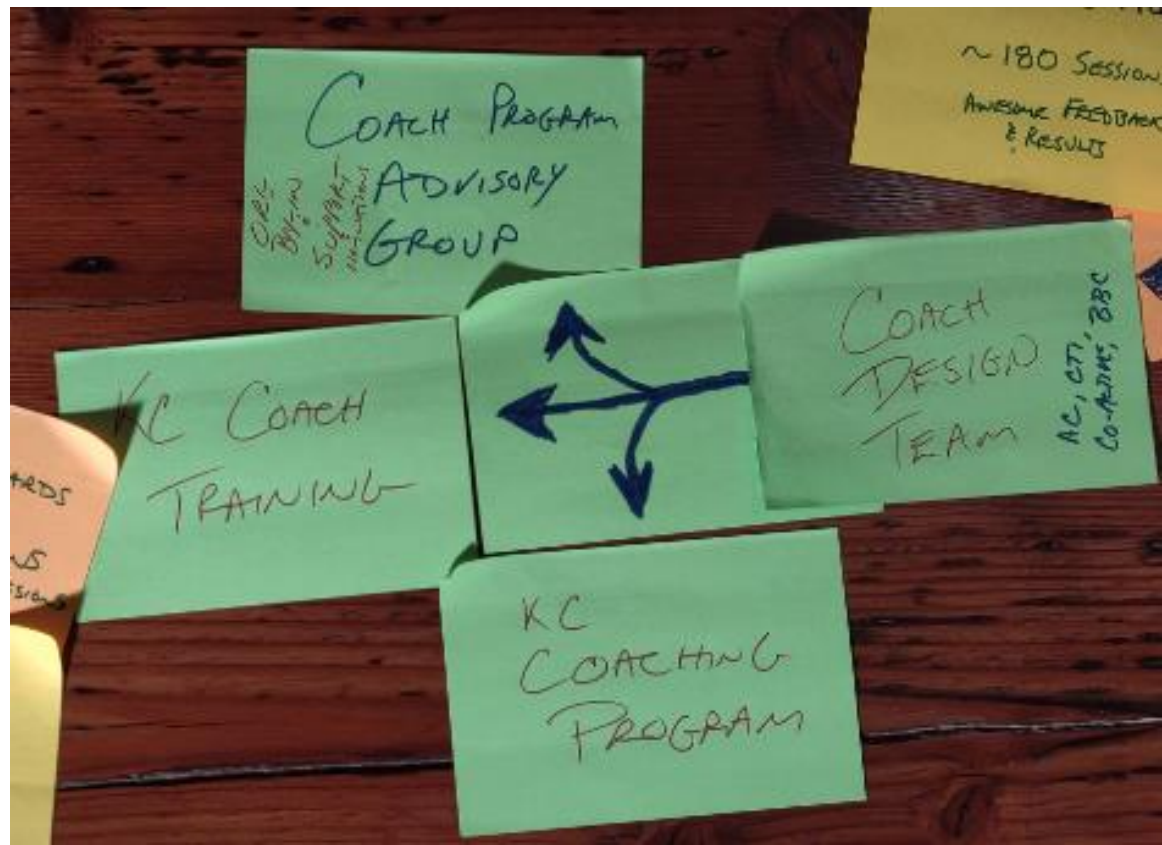
Iterate—learn and adapt as we go

Meet ICF standards

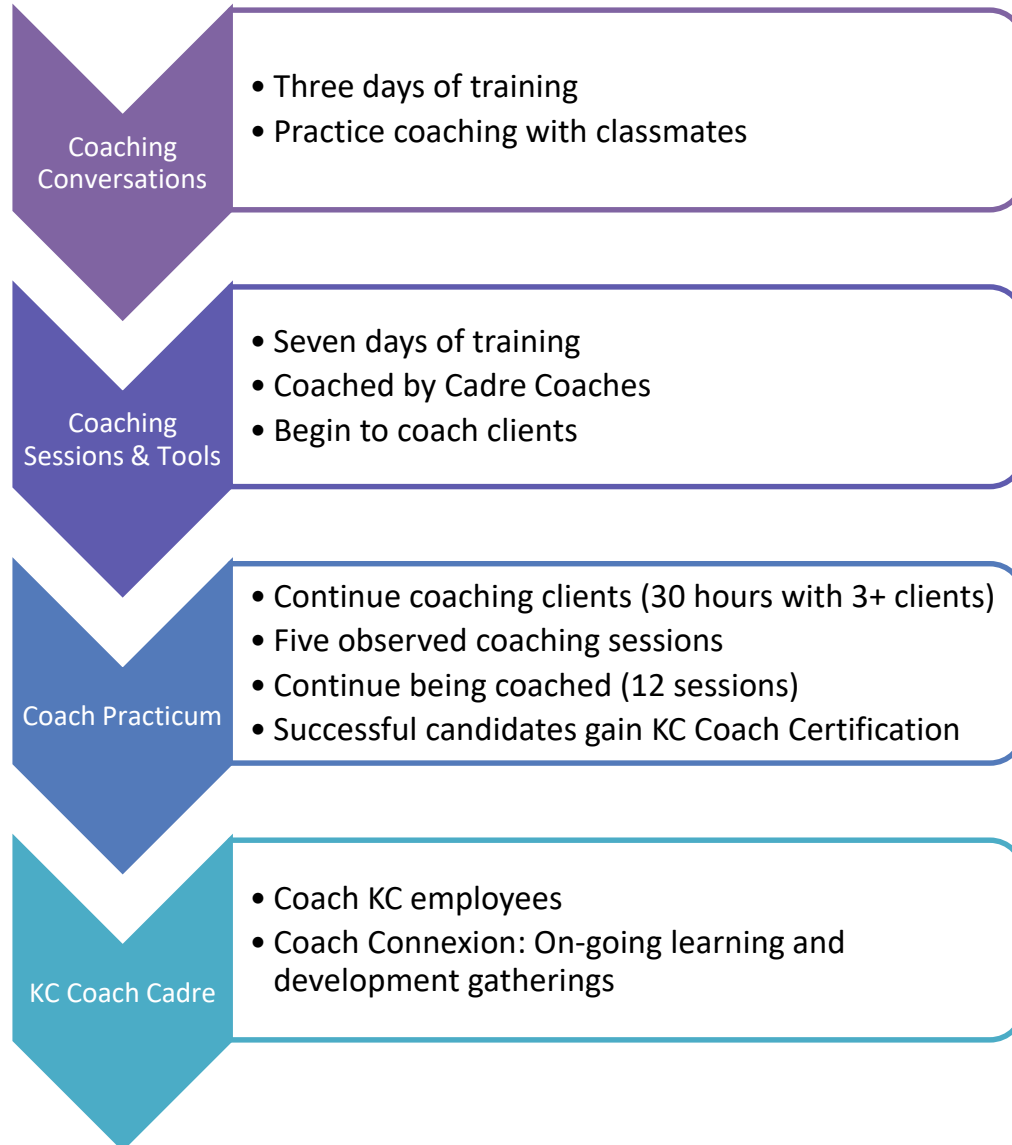
Research-based

Interactive

Creative and fun



Overview of KC Coaching Program



What would
your program
design be?





How would
you measure
results?



What is your *training* design?

What do your coaches
need to know?



Overview of KC Coaching Program

Compare KC and ICF certification

KC Certification

64 class room hours

30 coaching hours with 3+ clients

5 observed coaching sessions

ICF Certification

60 class room hours

100 coaching hours with 8+ clients (75% paid)

Written test for competency

5 observed coaching sessions (live & recorded)

10 hours ICF mentor coaching



SCARF Model

Status

Less than or better than others

I feel less than

I feel more than



Certainty

Ability to predict outcomes

Where is this going?

I can see where we are



Autonomy

Sense of control

I don't have control

I am in control



Relatedness

In-group or out-group

I don't belong

I belong



Fairness

Perception of fair exchange

This isn't fair

This is fair



Risk 😞

Reward 😊

Source: David Rock, *Quiet Leadership*



Coaching bias and equity issues



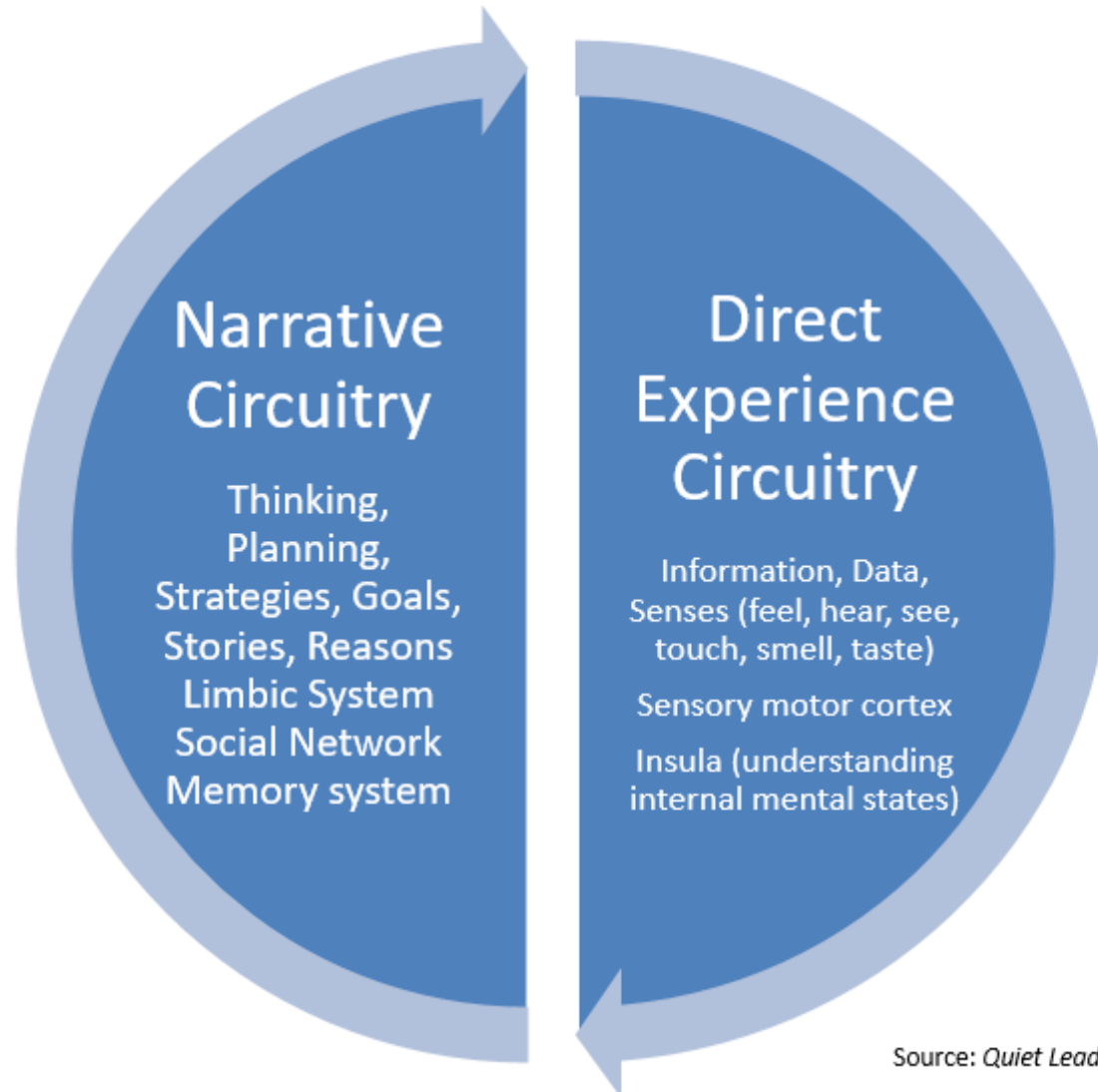
EQUALITY

People are treated “fairly” through equal distribution of resources.

Does not take into account context (history, access to power and resources, current realities, future outcomes).



Narrative approach



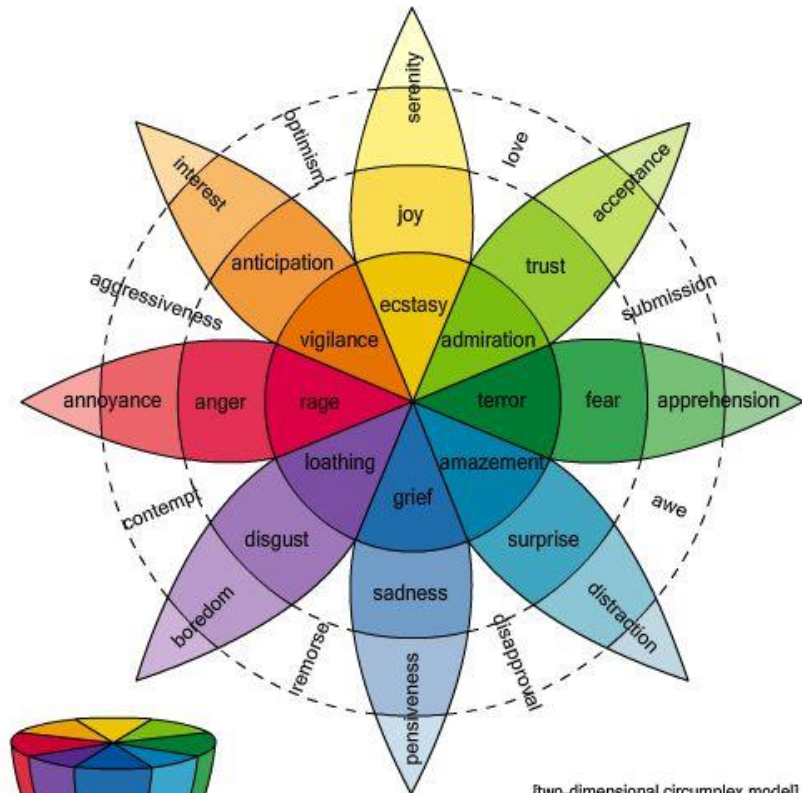
Source: *Quiet Leadership*, David Rock



Emotional regulation: inside-out

- Labeling
- Build emotional resilience
 - Notice
 - Evaluate
 - Navigate

Plutchik's Wheel of Emotions



[two-dimensional circumplex model]



[three-dimensional circumplex model]



Have a
dialogue
with emotions



Lonely Magee sits up high in her tree
Watching the world from above.
She feels pain in her heart
She just wants to make art
And receive a big Ma-Magee hug.

Artist: Maya Nathan



Have a dialogue
with emotions

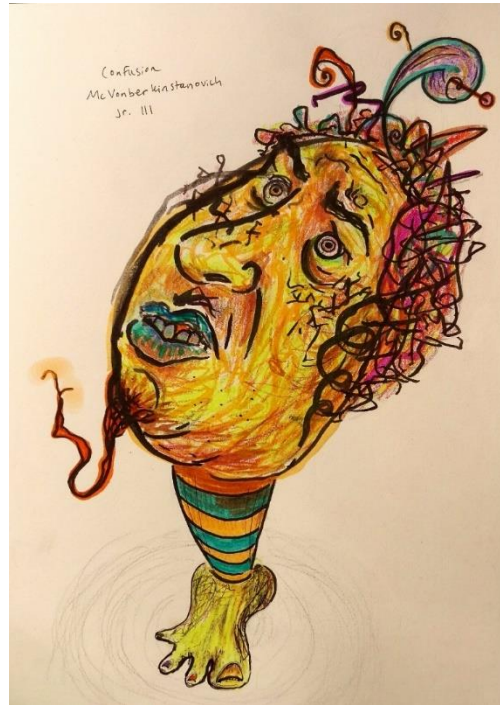


Angry Tony
Is getting bigger—
Exploding off the page!
His ears begin to boil
With a tea kettle rage...
“Let me out, let me out!
I want to scream, I want to SHOUT!”

Artist: Maya Nathan



Have a dialogue with emotions

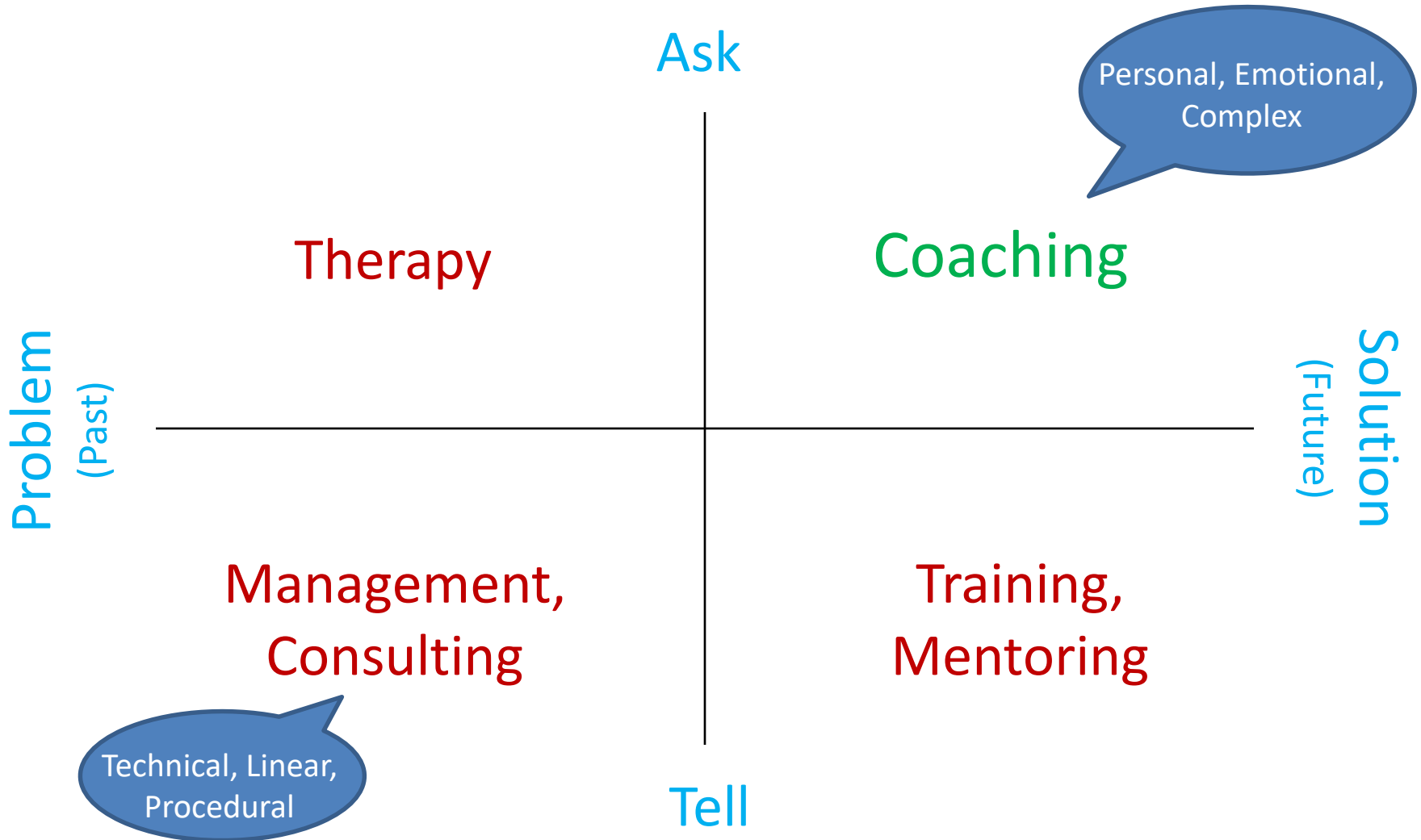


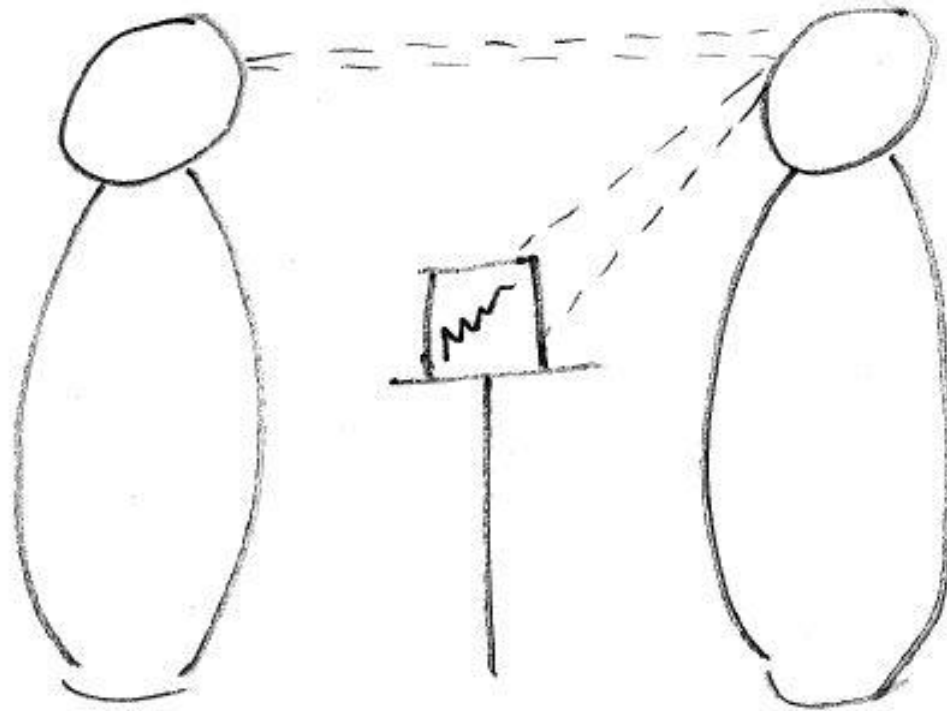
Confusion McVonberkinstanovich Jr. III
Is confused about EVERYTHING!
Is he Russian? Irish? German? Jewish?
Pineapple? Trashcan? Stinky-foot pie?
He doesn't know where truth ends and
where beginnings lie.
No amount of explaining can unfurrow
his brow,
No expertise insight can convey to him
"how."
With facial muscles eternally flexed,
Mr. Confusion is ever perplexed!

Artist: Maya Nathan



What is coaching?





Quiet Leaders, while they respect that people have problems, aren't all that interested in discussing them.

—David Rock, *Quiet Leadership*



How has coaching influenced how you show up:

– as a lean practitioner?

– as a manager?

– as a leader?



Identify Values

Practice Coaching

- Pick a single word that would be blue and underlined as on a web page.
- Ask an open-ended question that repeats the word.
- Repeat, until the person can't go any lower. Core values are important because they are important.
- If you click down on a core value, people will respond with “professor mode”.



Handout: Questions we explored

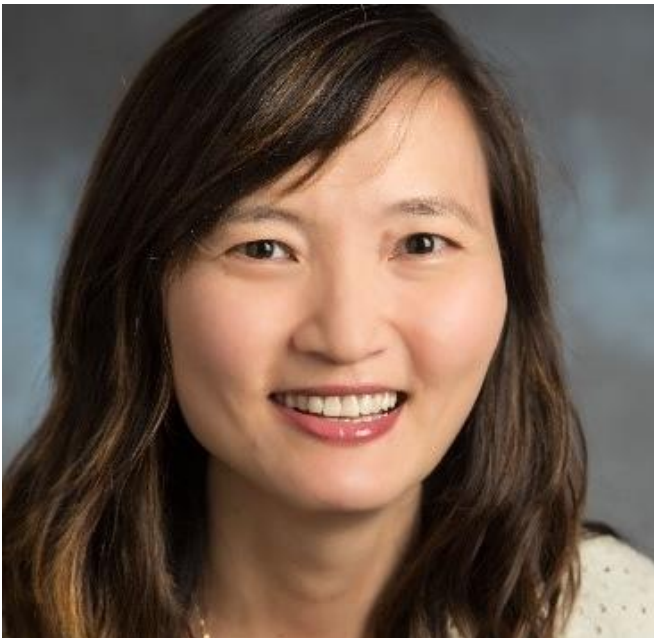
1. Why do *you* want to do it? Why is it important to *YOU*?
2. What's the value for Others?
3. What's the value for the Organization?
4. How might you build internal support?
5. Who would you involve?
6. What would your program design be?
7. How would you measure results?
8. What would your *training* design be?
9. What do your coaches need to know? How will you meet their on-going learning needs?
10. What is your budget?



Before you leave, consider...

What have you learned that
you'll take back to work?





Thank you !!

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CRAZY & CRAZY

CONFLICT
BURNOUT

THERE MUST BE
A BETTER WAY
TO HEALTHY CONFLICT
CULTURES
WHAT IS IT?

How CAN I
MAKE MORE OF ME?

FACILITATOR
CADRE
(AND)

COACH
CADRE
PILOT

LET'S
MAKE MORE
OF US!

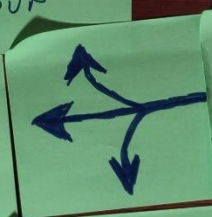
AFTER 6 MONTHS
~ 180 SESSIONS
AWESOME FEEDBACK
& RESULTS

COACH PROGRAM
ADVISORY
GROUP

COACH
DESIGN
TEAM

DESIGN
- ICF STANDARDS
- 60+ HRS
- OBSERVATIONS
- COACHED 12 SESSIONS

KC COACH
TRAINING



KC
COACHING
PROGRAM

1st
COHORT
20 PEOPLE
→ 6 COHORTS

REDESIGN
PART 2
↑ PARTICIPATION

2nd
COHORT
25 PEOPLE

NEW JOB
WORKFORCE
DEVELOPMENT

LEADERSHIP
TEAM
COACHING