Activity 2.1c
Coaching for all?

As you are working on building coaching in your team or organization, read the following article. Then, as an individual or with your team, respond to the questions below.

Instructions

Step 1: Read
PERSONAL BEST: TOP ATHLETES AND SINGERS HAVE COACHES. SHOULD YOU?
Atul Gawande, The New Yorker, October 3, 2010.

Step 2: Answer and/or Discuss

- Gawande describes a variety of techniques and approaches to support individuals in "deliberate practice – sustained, mindful efforts to develop the full range of abilities that success requires" (pg 12).

Identify three to five techniques described in the article that are used in different fields and list them below. What similarities and differences do you notice compared with the Active Implementation Coaching Best Practices?

Personal Best: Coaching Practices	Active Implementation: Coaching Best Practices
	1. Ensure there is someone accountable for the coaching of staff who will carry out the program or practice
	2. Provide frequent coaching to improve the competency of staff.
	3. Coaches' feedback to staff is based on multiple sources of information including direct observation.
	4. Use a Coaching Service Delivery Plan to outline coaching supports provided to staff.
	5. Use coaching data to target competency development and improve implementation supports.

- Coaching creates exposure for the individual being coached. Gawande describes how it felt to be 'exposed' when his operation did not go as he intended during a coaching observation. In a different example, he states, "teachers…hate the idea of being observed in the classroom, or fear that using a coach makes them look incompetent, or are convinced, despite assurances, that the coaches are reporting their evaluations to the principal."

  How can your team or organization balance the need for coaching with the real and perceived risk that individuals take in being coached? How can you support culture change in your organization or agency to make coaching for all the new standard practice?

  Consider how the message around this culture change can be communicated (language, format, frequency, etc.)

- Good coaches "speak with credibility, make a personal connection, and focus little on themselves…They parceled out their observations carefully." What support do coaches need to become good coaches?