



Creating a Coaching Culture at Saint Francis Community Services

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Who We Are



Mission and Vision

- ▶ Mission: Saint Francis, Providing Healing and Hope to Children and Families
- ▶ Vision: Saint Francis will be recognized nationally and internationally for transforming lives and systems in ways others believe impossible.



Our Story

- ▶ Founded by Fr. Robert Mize in 1945 in Ellsworth as a boys home.
- ▶ Expanded to several residential treatment facilities in central Kansas
- ▶ Currently provide a range of child welfare services in Kansas, Oklahoma, Nebraska, and Texas.
- ▶ Adult residential facility in Mississippi
- ▶ Expanding into social welfare in El Salvador, Guatemala, and Honduras.
- ▶ Currently serving over 31,000 lives across the communities we serve.



Business Case for Coaching

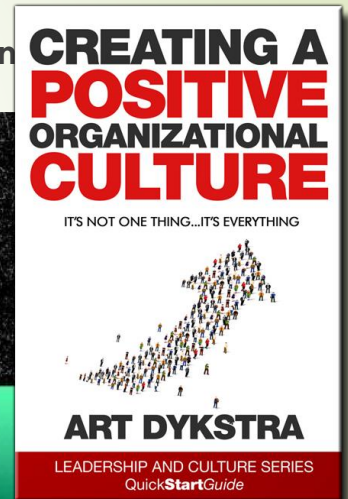
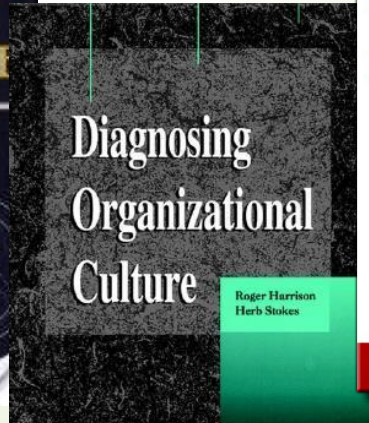
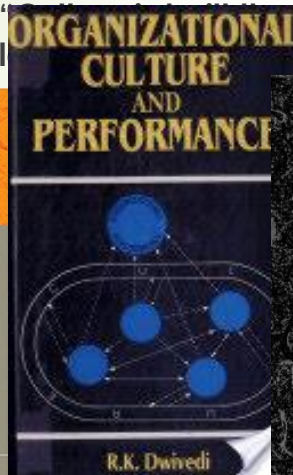
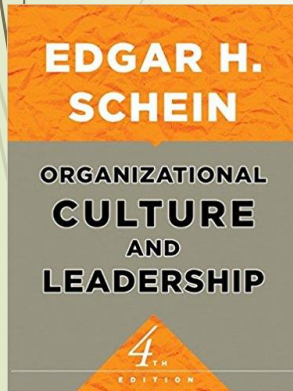
- Top-Down Organization is not conducive to growth and expansion.
- As a non-profit, we need to develop a leadership team that is capable of assessing and addressing external factors impacting the organization.
- CEO is a priest – paternalistic behaviors.
- Through a lack of engagement, innovation was stymied.
- Merging of organizations caused different cultures, varying perspectives of what leadership is.
- 2 years of employee satisfaction surveys that were not delivering results we wanted.



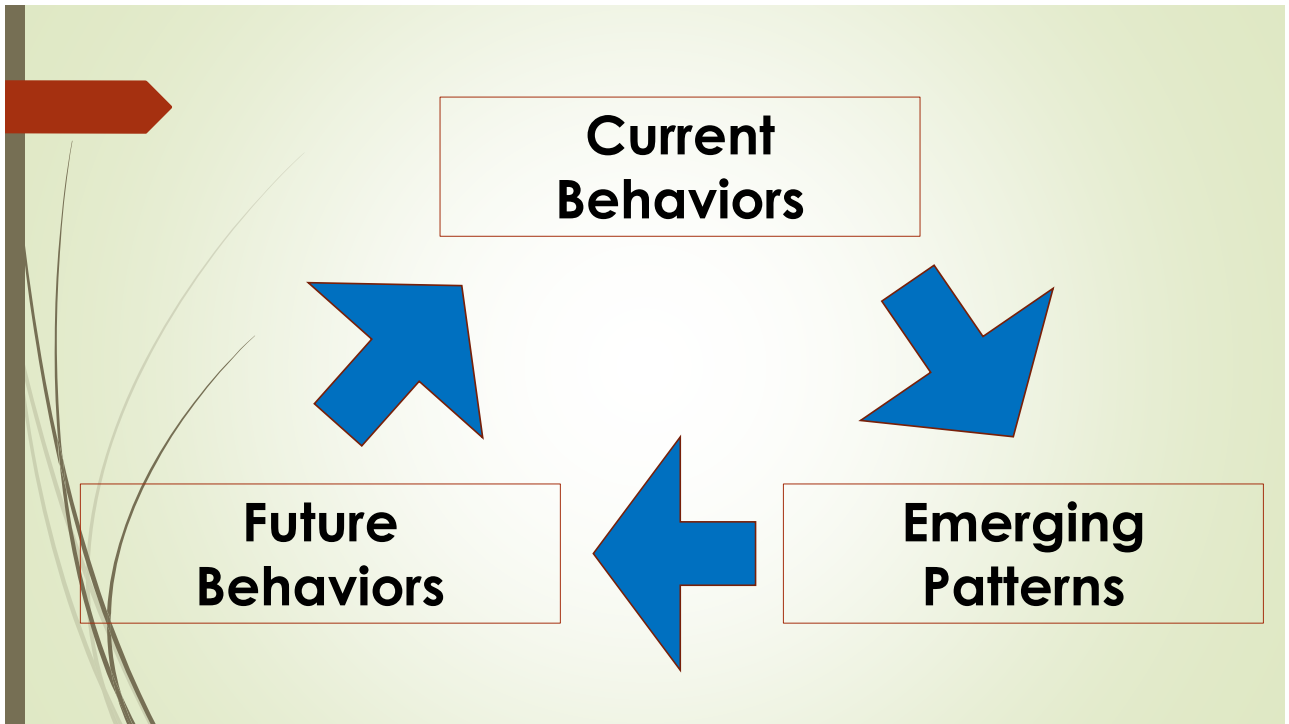
A Brief Review of Culture

Definition of Culture

through mutual experience




How is Culture Created?



Our Culture and Coaching Journey

- ▶ In 2016 and 2018, we assessed our current organizational culture and our ideal organizational culture
- ▶ Ideally, our culture is one of:
 - ▶ Doing the work well
 - ▶ Improving the work
 - ▶ Improving ourselves

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- ▶ In general, our culture is one of:
 - ▶ Supporting each other
 - ▶ Asking for permission from your boss
 - ▶ Doing things they way we've done them



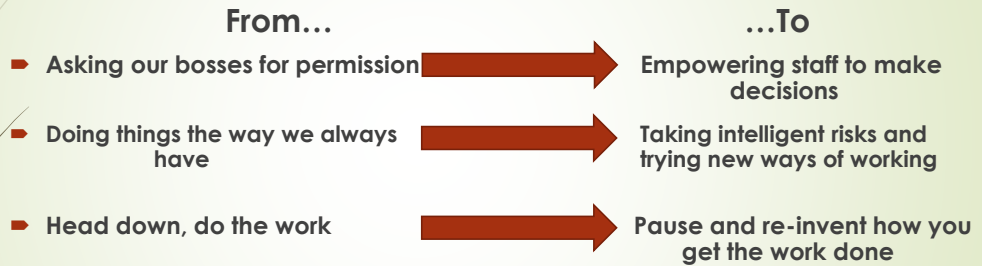
**My co-workers
celebrate
successes**

**I will recognize
my co-workers
success in the
future**

**Good work is
recognized and
celebrated**



What does the culture shift look like?



Where Coaching Plays a Role

The Choice for a Coaching Model

- Underlying messages in our ideal culture is staff want autonomy to make decisions to improve the work they do.
- Having an unspoken model of supervision that is 'tell, tell, tell' stymies progress and ideas.
- By teaching leaders a coaching model, this turns from staff being less dependent to using their knowledge, skills, and abilities to make decisions on their own.

**My boss tells me
everything I need
to do**

**I need to check
with them before
I act**

**My boss has all
the answers**

The Desired Effect of Coaching

- Re-Shape that pattern of dependent culture and increase constructive culture.
- Use coaching to teach and show:
 - Staff have the solutions in them already – they are creative and resourceful people, they can be shown that through coaching.
 - Supervision is about solving work-related problems *and* individual development.
 - The supervisor role is about developing your staff, removing barriers to their work, and not having the answer to every problem.

My boss guides me to a solution with my ideas

I have the freedom to act without checking in.

I can figure things out for myself!



Coaching Model



Getting Started

- ▶ Partnered with Ad Astra Coach Alliance to design and implement a 9-month coaching model.
- ▶ Selected 20 participants for the initial cohort of participants, who included front-line supervisors and mid-level directors.



Coaching Model and Process

- 2-Day Training using the teach, model, and practice model
 - Active Listening
 - Establishing Trust and Respect
 - Asking Powerful Questions
 - Direct Communication
 - Empowerment and Accountability
 - Agreements and Agendas



Coaching Model and Process

- Virtual Training Labs
 - Participants practiced coaching with each other
 - Moderated by a Coach
 - Allowed participants to get real-time feedback on coaching rather than a virtual lecture
- One-on-One Coaching
 - Participants received 2 1-hour long coaching sessions with a coach
 - Intent was to further model and give an example of what a coaching session looks like from start to finish



Coaching Model and Process

- ▶ 360 Degree Feedback Instrument
 - ▶ Shows participants the culture they want to drive in their management styles and what they are currently driving with their peers, direct reports, and their boss.
 - ▶ Development plans were created by participants if they chose to.
 - ▶ Support was given from an organization standpoint, as well.



Coaching Model and Process

- ▶ One-on-One Coaching with Organization Members
 - ▶ Participants nominated 3 of their direct reports to receive coaching from other participants.
 - ▶ Each participant received 1 coaching session a month for three months
- ▶ Peer Coaching Circles
 - ▶ Groups of 5 participants were trained in and participated in peer coaching circles with a facilitator.
 - ▶ Groups participated in a coaching circle a month for 5 months.



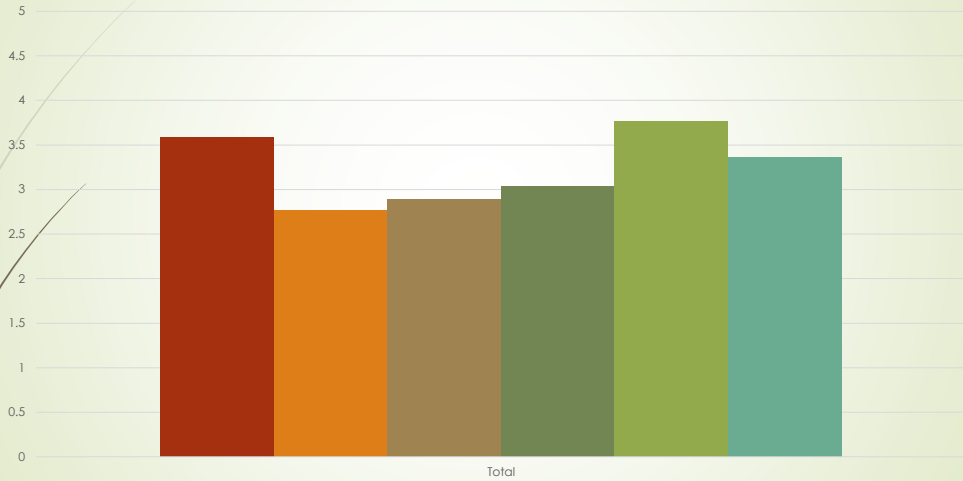
Feedback, Results, Lessons Learned



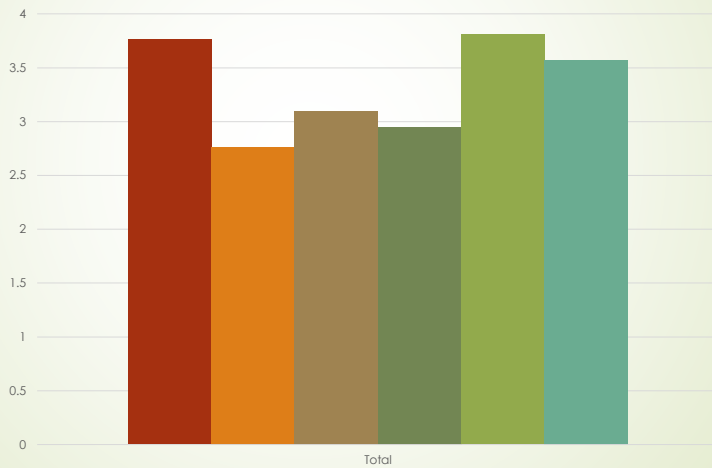
Results and Feedback

- Participants were driving more constructive culture and less dependent culture than the rest of the organization.
- Employee Engagement Surveys found employees of participants to be more satisfied at work than the organization average.
- Participants viewed the experience and program positively, specifically the training, virtual labs, and peer coaching circles.
- Several of the participants have expressed desire to be mentors for the next group of coach participants.
- "I appreciate how you asked me for my thoughts instead of jumping to giving me an answer."

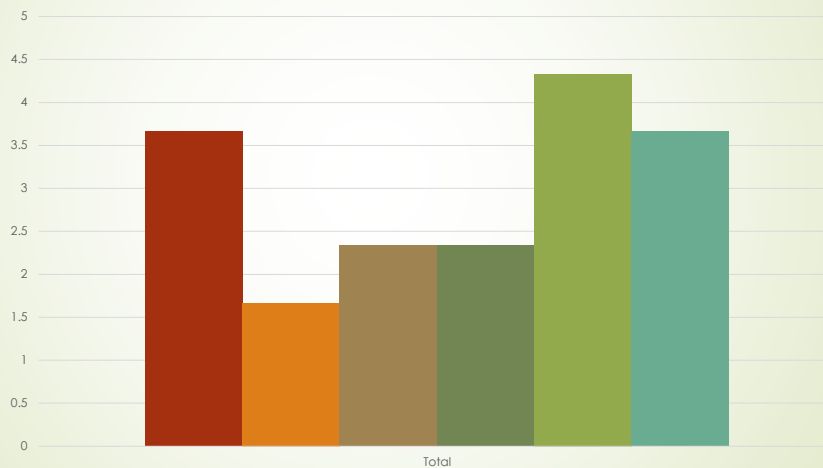
Employee Engagement – Baseline



Employee Engagement – Coaching Participants



Employee Engagement – Coaching Participants



Lessons Learned

- Above all, support from participants higher-ups is key.
 - Especially if leaders do not have similar training
- Messaging needs to be clear around the purpose of teaching people how to coach and supervise in a different way
- Just as the participants need grace from their bosses, they need grace from their direct reports as well.
 - Especially if they themselves have never had a coach-like boss.



Modifications to Our Process

- Involving the participants bosses in the process to some extent.
 - Orientation, check-in, or a peer coaching circle with the higher-ups.
- High level graphic of each step in the process:
 - Why it's important
 - How they can use it
 - What to expect
- Mid-point check in for the cohort.



Questions and Answers