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
Why do I do what I do?

Crazy

Caring
Crazy & caring
Conflict & burnout

Facilitator
Connell

How can I
Make more of me?

Coach Cadre
Pilot

There must be a better way to healthy conflict cultures.

What is it?
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.
COACH CADRE PILOT

LETS MAKE MORE OR US!

AFTER 6 MONTHS
~ 180 SESSIONS
AWESOME FEEDBACK & RESULTS

COACH DESIGN TEAM
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

Coaching Conversations
- Three days of training
- Practice coaching with classmates

Coaching Sessions & Tools
- Seven days of training
- Coached by Cadre Coaches
- Begin to coach clients

Coach Practicum
- Continue coaching clients (30 hours with 3+ clients)
- Five observed coaching sessions
- Continue being coached (12 sessions)
- Successful candidates gain KC Coach Certification

KC Coach Cadre
- Coach KC employees
- Coach Connexion: On-going learning and development gatherings

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

<table>
<thead>
<tr>
<th>KC Certification</th>
<th>ICF Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>64 class room hours</td>
<td>60 class room hours</td>
</tr>
<tr>
<td>30 coaching hours with 3+ clients</td>
<td>100 coaching hours with 8+ clients (75% paid)</td>
</tr>
<tr>
<td>5 observed coaching sessions</td>
<td>Written test for competency</td>
</tr>
<tr>
<td></td>
<td>5 observed coaching sessions (live &amp; recorded)</td>
</tr>
<tr>
<td></td>
<td>10 hours ICF mentor coaching</td>
</tr>
</tbody>
</table>
SCARF Model

**Status**
Less than or better than others

**Certainty**
Ability to predict outcomes

**Autonomy**
Sense of control

**Relatedness**
In-group or out-group

**Fairness**
Perception of fair exchange

- I feel less than
- Where is this going?
- I don’t have control
- I don’t belong
- This isn’t fair
- Risk

- I feel more than
- I can see where we are
- I am in control
- I belong
- This is fair
- Reward

Source: David Rock, *Quiet Leadership*
Coaching bias and equity issues

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

Narrative Circuitry
- Thinking, Planning, Strategies, Goals, Stories, Reasons
- Limbic System
- Social Network
- Memory system

Direct Experience Circuitry
- Information, Data, Senses (feel, hear, see, touch, smell, taste)
- Sensory motor cortex
- Insula (understanding internal mental states)

Source: *Quiet Leadership*, David Rock
Emotional regulation: inside-out

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

Have a dialogue with emotions

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
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?

- Therapy
  - Problem (Past)
  - Management, Consulting
  - Technical, Linear, Procedural

- Coaching
  - Ask
  - Solution (Future)
  - Training, Mentoring
  - Personal, Emotional, Complex

Source: NeuroLeadership Institute
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!!

Kara Cuzetto, Continuous Improvement Specialist, FBOD
kara.cuzetto@kingcounty.gov

Tamir Hasan, KC Coaching Program Manager
tamir.hasan@kingcounty.gov

Doug Nathan, Metro Learning & Development Manager
doug.Nathan@@kingcounty.gov

Eunjoo Greenhouse, Deputy Division Director, FBOD
Eunjoo.greenhouse@kingcounty.gov
CRAZY! CRUNCH

CONFLICT

BURNOUT

COACH PROGRAM

ADVISORY GROUP

COACH DESIGN TEAM

DESIGN

ICF STANDARDS

P1: SUPPORT

P2: OBSERVATIONS

P3: CONSIDER 12 FEEDBACK

1ST COHORT

20 PEOPLE

REDIRECT

PART 2

MUTA-

2ND COHORT

25 PEOPLE

LEADERSHIP TEAM COACHING

NEW JOB WORKFORCE DEVELOPMENT

FACILITATOR CADRE (ANN)

COACH CADRE PILOT

LET'S MAKE MORE OF ME

AFTER 6 MONTHS

~ 180 SESSIONS
AWESOME FEEDBACK & RESULTS

WHAT IS IT?

HOW CAN I MAKE MORE OF ME?