

HIRING COACHING INCLINED PEOPLE

JOB DESCRIPTION SAMPLE TEXT:

We use a coaching approach at [insert name of organization] which means we recognize the complexity of people's lives. We continually strive to understand the impacts of institutional racism, the implicit bias within organizations and systems, and how those factors influence our work to develop and deliver services. We value humility and ask questions before assuming we know what's right for someone else. Flexibility and the ability to respond to changing conditions with questions and curiosity are key to how we coach and build trusted relationships with clients and each other. We respect each individual and work with them on their own defined goals – not on what we think is best for them.

A coaching culture builds on individuals' strengths, we focus on what is working well and build from there, together. We strive for collaborative, transparent, relationships with everyone in our community. We recognize that our own individual experiences may be very different from others and we approach each person with respect. Embracing a coaching culture in our organization enables us to be more effective, create a larger impact, and facilitate long-term positive outcomes for the families and communities we serve.

SCORING CANDIDATES DURING AN INTERVIEW:

As candidates answer interview questions, listen for the coaching qualities of:

- Listening and Empathy
- Collaborative and Transparent Relationships
- Respect and Humility
- Flexibility and Adaptability
- Recognizes the impacts of historical and contemporary inequities on peoples' lives

HIRING COACHING INCLINED PEOPLE

Rate the candidate using this scoring system and tally the score at the end.

1

LISTENING AND EMPATHY

Evidence to consider:

- When faced with a challenging situation, the individual listens or asks questions about others' feelings, thoughts, or needs
- Communicates understanding of how complex some decisions are that people face
- Asks insightful questions
- Demonstrates active listening by acknowledging what is said (head nodding, eye contact, engagement with speaker, paraphrasing)

RATING: This individual practices active-listening and finds ways to build empathy.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NOTES: _____

SAMPLE INTERVIEW QUESTIONS:

- Tell me about a time you worked with coworkers to solve a problem.
- Tell me about a time you had conflict or disagreement with a coworker and the steps you took to resolve it?
- Tell me about a time when you didn't agree with a decision a coworker or participant made and how you responded.

HIRING COACHING INCLINED PEOPLE

2 COLLABORATIVE AND TRANSPARENT RELATIONSHIPS

Evidence to consider:

- Appreciates and recognizes the contributions of coworkers and clients and communicates a willingness to adapt based on the situation
- Seeks opportunities to continue to learn and develop in formal settings (conferences, research, etc.) and informal settings (with coworkers, clients, etc.)
- Demonstrates willingness to share successes and challenges with coworkers to improve the quality of their work

RATING: This individual focuses on building collaborative and transparent relationships at work.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NOTES: _____

SAMPLE INTERVIEW QUESTIONS:

- Tell me about a time you supported a coworker through a difficult time or experience at work.
- How do you and your coworkers work together?
- How would you describe your workstyle?
- How do you share information with coworkers?
- How do you build trust at work?

HIRING COACHING INCLINED PEOPLE

3

RESPECT AND HUMILITY

Evidence to consider:

- Recognizes the power and self-efficacy of individuals to lead the change and drive the solutions in their own lives.
- Listens and respects an individual's lived experiences as a source of knowledge and insight.
- Demonstrates a willingness to change their mind and adjust their point of view.
- Doesn't try to convince anyone, instead offers ideas that may require testing to learn more.

RATING: This individual practices respect and humility in their work.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NOTES: _____

SAMPLE INTERVIEW QUESTIONS:

- Tell me about a time when you changed your mind.
- Describe an experience where your first instinct or idea was wrong and what happened next.
- What would you do if leadership made a decision you didn't agree with?

HIRING COACHING INCLINED PEOPLE

4

FLEXIBILITY AND ADAPTABILITY

Evidence to consider:

- Recognizes that managing change is complex and requires a nuanced approach
- Recognizes that each person is different and a fluidity in approach is needed to solve problems and support individuals
- Provides concrete examples of responding to change positively and productively

RATING: This individual responds and adapts well to changes at work.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NOTES: _____

SAMPLE INTERVIEW QUESTIONS:

- Tell me about a time when things didn't go according to plan and how you responded.
- Describe a time change happened on your team, in a work policy, or a process at work and how you responded. What was challenging? What was interesting?
- Describe a time you were asked to do something you weren't trained to do. How did you respond?

HIRING COACHING INCLINED PEOPLE

5 RECOGNIZES THE IMPACTS OF HISTORICAL AND CONTEMPORARY INEQUITIES ON PEOPLES' LIVES

Evidence to consider:

- Demonstrates non-judgmental attitude towards clients and coworkers
- Offers examples of times they have examined their beliefs, biases, and understanding of the complexities within a system
- Demonstrates critical thinking and awareness of how power and privilege shape individual and organizational service delivery

RATING: This individual recognizes the impacts of historical and contemporary inequities on peoples' lives.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

NOTES: _____

SAMPLE INTERVIEW QUESTIONS:

- Why do you think some people are living in poverty?
- Why do you think people need the services we provide?
- How would you support people to exit poverty?
- Can you describe your experiences working with individuals who have different life experiences than you?