ASSESSMENT: WHAT ARE YOUR ORGANIZATION’S COACHING STRENGTHS?

Read through each category, and place a check next to the response that most closely resembles your organization in its capacity and approach to coaching in general. Once you have completed the assessment, look for patterns. Are there particular areas where your organization has strengths upon which to build? Areas where your organization focuses primarily on case management?

After you have identified areas where you need strengthening, refer to the section after Assessments 1 and 2, and identify activities that would help your organization move toward coaching, and then ultimately toward family-centered coaching.

<table>
<thead>
<tr>
<th>ORGANIZATIONAL CULTURE</th>
<th>Strong Coaching Mindset</th>
<th>Some Coaching Mindset</th>
<th>Primarily A Transactional Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>☐ Organization views the family as the expert in their own life and capable of finding solutions; the family sets the agenda.</td>
<td>☐ Organization seeks to empower families and staff to provide guidance to families to address their challenges.</td>
<td>☐ Organization positions itself as the expert that provides families with guidance and direction to address their challenges.</td>
</tr>
<tr>
<td>Leadership</td>
<td>☐ All leaders in the organization understand the value of coaching and support their staff to provide coaching services to families.</td>
<td>☐ Leaders in select departments promote working with families with a coaching approach.</td>
<td>☐ Leaders promote a directive, top-down approach to provide services to families.</td>
</tr>
<tr>
<td>Racial Equity</td>
<td>☐ Organization is aware of systemic drivers of inequity, and organizational practices, policies, and approach to working with family; staff reflect and incorporate this.</td>
<td>☐ Organization regularly discusses race and equity approaches but does not have organizational practices and policies related to racial equity.</td>
<td>☐ Organization does not discuss racial equity or have policies and practices in place for staff or families.</td>
</tr>
<tr>
<td>Trauma-Informed Care (TIC)</td>
<td>☐ A systemic program-wide TIC review was completed, and the action plan is at least partially implemented.</td>
<td>☐ A systematic program-wide TIC review has been conducted; an action plan has been developed.</td>
<td>☐ No systematic review of procedures with TIC lens has been conducted.</td>
</tr>
<tr>
<td>ORGANIZATIONAL OPERATIONS</td>
<td>Strong Coaching Mindset</td>
<td>Some Coaching Mindset</td>
<td>Primarily A Transactional Mindset</td>
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<tr>
<td><strong>Partnerships</strong></td>
<td>□ Organization routinely partners with other organizations and has formal MOUs with clearly defined roles, regular meetings of partners at line staff and management level, and a system for continuous improvement.</td>
<td>□ Organization routinely partners with other organizations but lacks formal agreement and process for improvement.</td>
<td>□ Organization may partner with an organization in a transactional way, but ongoing communication and collaboration is generally absent.</td>
</tr>
<tr>
<td><strong>Coaching Skills and Training</strong></td>
<td>□ Staff are trained in topics such as coaching, strength-based approaches to working with families, trauma-informed care (TIC), implicit bias, and motivational interviewing. Ongoing professional development and support (peer and leadership) is provided.</td>
<td>□ Staff are trained in some coaching or more client-centered approach but hasn’t shifted culture of work with families.</td>
<td>□ Not formally trained, learning is on the job.</td>
</tr>
<tr>
<td><strong>Training and Staff Support In Trauma-Informed Care Approaches</strong></td>
<td>□ Staff are trained in trauma-informed care and have implemented TIC organizationally.</td>
<td>□ Organization has implemented TIC in organizational approach, but staff are not trained in TIC.</td>
<td>□ Neither staff nor organization are trained in TIC.</td>
</tr>
<tr>
<td><strong>Organizational Effectiveness</strong></td>
<td>□ Organization has a defined written process for continuous improvement at the programmatic and organizational levels, and routinely carries out continuous improvement.</td>
<td>□ Organization has a defined written process for continuous improvement but only carries out continuous improvement occasionally.</td>
<td>□ Organization doesn't do continuous improvement.</td>
</tr>
</tbody>
</table>
### Family-Centered Coaching

#### Strong Coaching Mindset

- **Coaching Philosophy**
  - Family sets the agenda for coaching, and coach is in supporting role, guiding the process. Coaches view families as resilient with strengths and capabilities.

- **Goal-Setting**
  - Staff have the tools that support the family in setting goals and uses them consistently; families have choice in goal-setting.

- **Accountability By Parent and Coach To Each Other**
  - Coaches communicate accountability for coach and family up front and have specific follow-up mechanisms.

#### Some Coaching Mindset

- **Coaching Philosophy**
  - Coach directs families in goal-setting process, often focused on what program requires for outcomes. Coaches view families as resilient but lacking in strengths.

- **Goal-Setting**
  - Staff have the tools to set goals with families; they are used sporadically with participants.

- **Accountability By Parent and Coach To Each Other**
  - Coaches communicate accountability for coach and family but don't have follow-up mechanisms.

#### Primarily A Transactional Mindset

- **Coaching Philosophy**
  - Coach determines for the family what is needed. Coaches view families as having deficits.

- **Goal-Setting**
  - Staff doesn't set goals with the family.

- **Accountability By Parent and Coach To Each Other**
  - Coaches/staff don’t communicate accountability.

### Coaching Environment

#### Accessibility of Location

- **Strong Coaching Mindset**
  - Office or coaching location is accessible by public transportation but is not in a location near participants; is safe at the hours of operation.

- **Some Coaching Mindset**
  - Office or coaching location is accessible by public transportation but is not in a location near participants; is safe at the hours of operation.

- **Primarily A Transactional Mindset**
  - Office or coaching location is not accessible by public transportation; is safe at the hours of operation.

#### Hours of Operation

- **Strong Coaching Mindset**
  - Open evenings and weekends.

- **Some Coaching Mindset**
  - Open some evenings and weekends.

- **Primarily A Transactional Mindset**
  - Not open evenings or weekends.
Family-Centered Coaching

### COACHING ENVIRONMENT

<table>
<thead>
<tr>
<th>Privacy</th>
<th>Strong Coaching Mindset</th>
<th>Some Coaching Mindset</th>
<th>Primarily A Transactional Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Meetings take place in private location where conversation can’t be overheard, and coaching isn’t visible to others.</td>
<td>☐ Meetings take place in private location where conversation can’t be overheard but is visible to others.</td>
<td>☐ Meetings takes place in a location where other staff and participants can hear the dialogue.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Safety</th>
<th>Strong Coaching Mindset</th>
<th>Some Coaching Mindset</th>
<th>Primarily A Transactional Mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ More than 80% of participants report feeling safe physically and emotionally while engaged with the organization.</td>
<td>☐ Between 50% and 80% of participants report feeling safe physically and emotionally while engaged with the organization.</td>
<td>☐ Less than 50% of participants report feeling safe physically and emotionally while engaged with the organization.</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL:**

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Compare your totals for each category; it will help you identify where your organization is in moving to a coaching approach. If you have mostly checks under “Transactional Mindset” and a few under “Some Coaching Mindset,” you will want to consider many of the suggested activities on page 15 to move more intentionally toward a coaching mindset. If you have mostly checks under “Strong Coaching Mindset,” you may be interested in reviewing these same activities, and also begin to move toward the next stage of the work, in family-centered coaching.