

**Purpose:**

- To create a basic understanding of different types of coaching
- To have shared coaching tools and resources across the movement
- To increase the number of coaches in the movement/build capacity
- Build a culture in which coaching is valued and integrated into the fabric of NAA

**Outcomes:**

- NAA coaches feel confident in the role of a coach in the movement
- Coaches have their own coaching style, but have shared standards of what support looks like
- More movement members become coaches
- Coaches are in the infrastructure of support and coordination of the coaching program

**Process:**

Resources Folder:

[https://drive.google.com/drive/folders/1kLa0d6fDJzEFX0j8nXbguYkg1Tqr5t\\_D?usp=sharing](https://drive.google.com/drive/folders/1kLa0d6fDJzEFX0j8nXbguYkg1Tqr5t_D?usp=sharing)

If you are new to coaching, please reach out to [shayna@neveragainaction.com](mailto:shayna@neveragainaction.com) to review the document and get guidance. If you have coached before, please feel free to get right into the document and reach out if you need debriefing or support.

Introduction:

- Why this resource exists?
- Who is this resource for?
- What is coaching?
- And why is it important?
- What makes coaching effective/what makes an effective coach?
- What are different types of coaching?
- What's the structure and values of NAA coaching?

Below Materials from Organizers Handbook

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## **Introduction**

The Never Again Action coaching program seeks to seed and nurture sustainable relationships that empower leaders to build skills in new areas, take on greater leadership, and escalate their local campaigns and actions. We know that there is immense knowledge held within our movement. This knowledge takes many different forms and comes from countless different sources. Whether it's experience holding a specific skill or role, intuition around the nuances of coordination and collaboration, or decades of community organizing, we each bring both invaluable skills and areas of growth.

The goal of this coaching program is to build a movement culture that values and integrates coaching into the fabric of Never Again Action. In order to do this, though, we need coaches! That's where you come in! To ensure a robust and consistent coaching program, it's important that all our movement coaches are exposed to the same curriculum and have similar expectations and understandings about the program's purpose. There are a few components to the coach training, the first of which is grounding in

The following manual is divided into three parts: (1) What is coaching, (2) Never Again Action's coaching structure, and (3) specific skills.

## 1. What is coaching?

Coaching is about enabling others. In trying to create change, organizers will undoubtedly run into challenges, as failure, conflict, and obstacles are often inevitable in our campaigns.

Coaching is a means of helping individuals and teams work through these challenges.

The role of the coach is to help people find their own solutions; rather than offering advice, coaches ask questions to get people to uncover the answers in themselves and use their own resources to meet challenges.

The purpose of coaching is to enable others to build their own capacity to act, so they can coach others, and so on. In this way, coaching is synonymous with leadership development and so is key for building scalable, sustainable teams.

### Effective Coaching

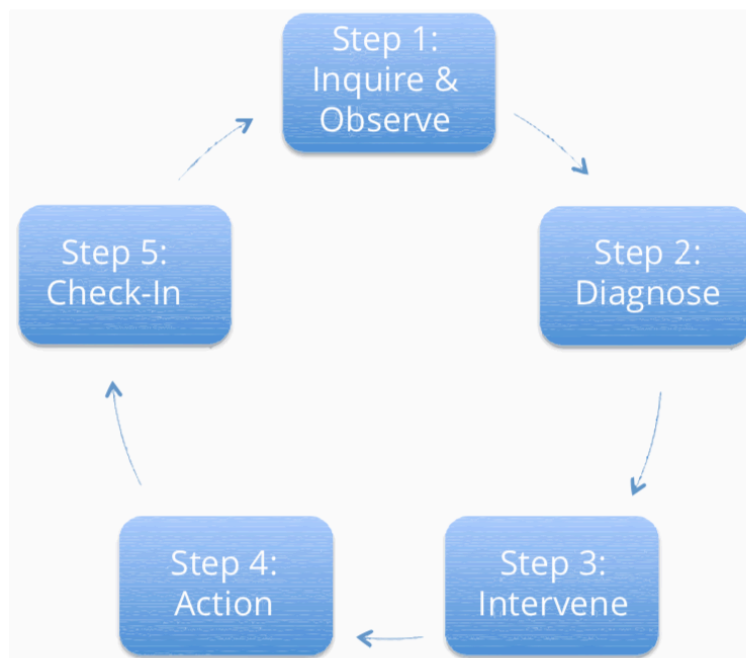
#### *Coaching is...*

#### *Coaching is not...*

Being present and listening.	Providing solutions before hearing / observing the obstacles.
Providing a space for your coachee to speak and be heard.	Being an expert or having all the answers.
Asking questions that both support and challenge the person you are coaching.	Telling the coachee what to do.
Helping the coachee explore their challenges and successes.	False praising the coachee because you don't want to hurt their feelings or solely criticizing the coachee for their weaknesses.
Empowering the coachee to identify resources and find solutions to the challenges themselves.	Identifying the challenge and coming up with the solution yourself.

### Coaching in Practice: A 5-Step Process

There are five steps in the coaching process. While contexts vary, these five steps provide a simple framework for effective coaching in organizing.



## 1. *Inquire & Observe*

When you are observing a coachee's actions or someone comes to you for help, your first inclination may be to draw conclusions from the initial observations you make. Instead, be present with the coachee and **start by listening, asking questions, and closely observing** what they say and do so that you can both dig deeper into the challenge(s) at hand. Ask yourself: what do I see and hear?

For example, is the coachee failing to plan or evaluate tactics that meet shared goals? Is the coachee articulating feelings of frustration or fatigue regarding canvassing? Is the coachee struggling to complete routine tasks correctly or on time?

Remember, challenges aren't always obvious, and, sometimes, the bulk of the coach's work is simply supporting the coachee in discovering the nature of the obstacle they're facing. One skill to help both coach and coachee uncover the challenge(s) is called "backtracking."

Here are some sample backtracking statements and questions:

"Let me be clear about this..."

"Let me see if I've got this right..."

"What I'm hearing you say is \_\_\_\_\_. Is that right?"

## 2. *Diagnose*

Challenges in organizing usually fall into one or more of the following three categories: strategic, motivational, and skills challenges – or “**head, heart, hands**” – and how you coach depends on the nature of the challenge. Ask yourself: *what is the nature of the challenge and how will I intervene?*

From the examples above, if the coachee is failing to plan or evaluate tactics that meet shared goals, you might focus on the coachee’s understanding of **strategy** (head) and invite them to a planning meeting. On the other hand, if the coachee is articulating feelings of frustration or fatigue in going canvassing, you might focus on the coachee’s **motivation** (heart) and offer encouragement. Lastly, if the coachee is struggling to complete routine tasks correctly or on time, you might focus on the coachee’s **skills** (hands) and offer learning or practise to make sure they have mastery over their responsibilities.

### 3. Intervene

Now it’s time to gently push the coachee to create a plan for moving forward. This plan should take the form of specific, timely steps the coachee will take to address the challenge(s) articulated in Step 2.

Here are some sample questions you could ask the coachee in order to come up with next steps:

“If you knew you wouldn’t fail, what would you do?”

“How will you put this new information into practice?”

“What is the very next step in moving forward?”

“What resources and support do you need to accomplish this task?” “When will you do this by?”

### 4. Action

Next, step back and **observe the coachee in action**. Give them time and space to take steps to address their challenge(s). Avoid the urge to do it for them.

### 5. Check-in

Now it’s time to hold the coachee accountable and support them in debriefing what happened. Ask yourself: how do I help the coachee in reflecting on their experience?

Assess whether the diagnosis of the challenge and intervention (i.e. the coachee’s plan) were successful. You may realize that you need to repeat Steps 1-4 and support the coachee in coming up with a different plan for addressing the same challenge, or, it’s time to celebrate success!

And next, start again! Nurturing a “**culture of coaching**” – whereby organizers are consistently and constantly enabling others to find solutions to meet challenges – is fundamental to leadership development in organizing.