



ADMINISTRATION FOR
CHILDREN & FAMILIES
Office of Family Assistance



Coaching for Success eLearning Series User Guide

Provided by the Office of Family Assistance

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Coaching for Success Overview

Coaching is a person-centered, strength-based way of working with others. Staff trained in coaching help people direct, own, and experience the changes that they want to see in their lives. Further, supervisors trained in coaching can develop more productive and supportive relationships with their employees.

The **Coaching for Success** eLearning course was built on the **Human Services Coaching Framework**, developed by Public Consulting Group. Based on in-person trainings conducted in partnership with Ramsey County (MN) Workforce Solutions, this curriculum was adapted into eLearning through the Administration for Children and Families (ACF), Office of Family Assistance (OFA) for the OFA PeerTA network.

The diagram in **Figure 1** represents the Human Services Coaching Framework™. The coaching model is built on three pillars: person-centered, relationship-based, and goal driven. These pillars represent the main themes and concepts that have been developed through multidisciplinary coaching research and then tailored to the human services arena.



FIGURE 1: COACHING FOR SUCCESS IS BASED ON THIS THREE-PILLAR FRAMEWORK.

Rooted in brain science, coaching can benefit all parts of a Temporary Assistance for Needy Families (TANF) or Native Employment Works (NEW) agency:

- Participants who receive coaching are more likely to make economic and personal gains through building the essential skills needed to succeed in education, the workplace, and everyday life. Coaching gives participants **greater confidence**, **improved problem-solving skills**, and an **increased awareness of life and career options**.¹
- Case managers who use coaching find their role shifting to guiding, supporting, encouraging, and holding participants accountable as they work to achieve the goal that they set. When case managers use coaching, there is a **shift in solution-ownership** and a **reduction in the stress** felt in needing to “know all the answers.” Participants, rather than the case manager, are responsible for identifying and achieving a goal designed to meet their individual circumstances. Case managers benefit from coaching by **improved effectiveness**, **increased productivity**, and **greater self-awareness**.

The **Coaching for Success** eLearning series helps TANF and NEW employment case managers develop coaching skills to enhance their case management practices and provide a more person-centered approach to working with their clients. As referenced here, a case manager may be a worker, an employment specialist or any person responsible for working with clients to achieve employment and improve their economic stability.

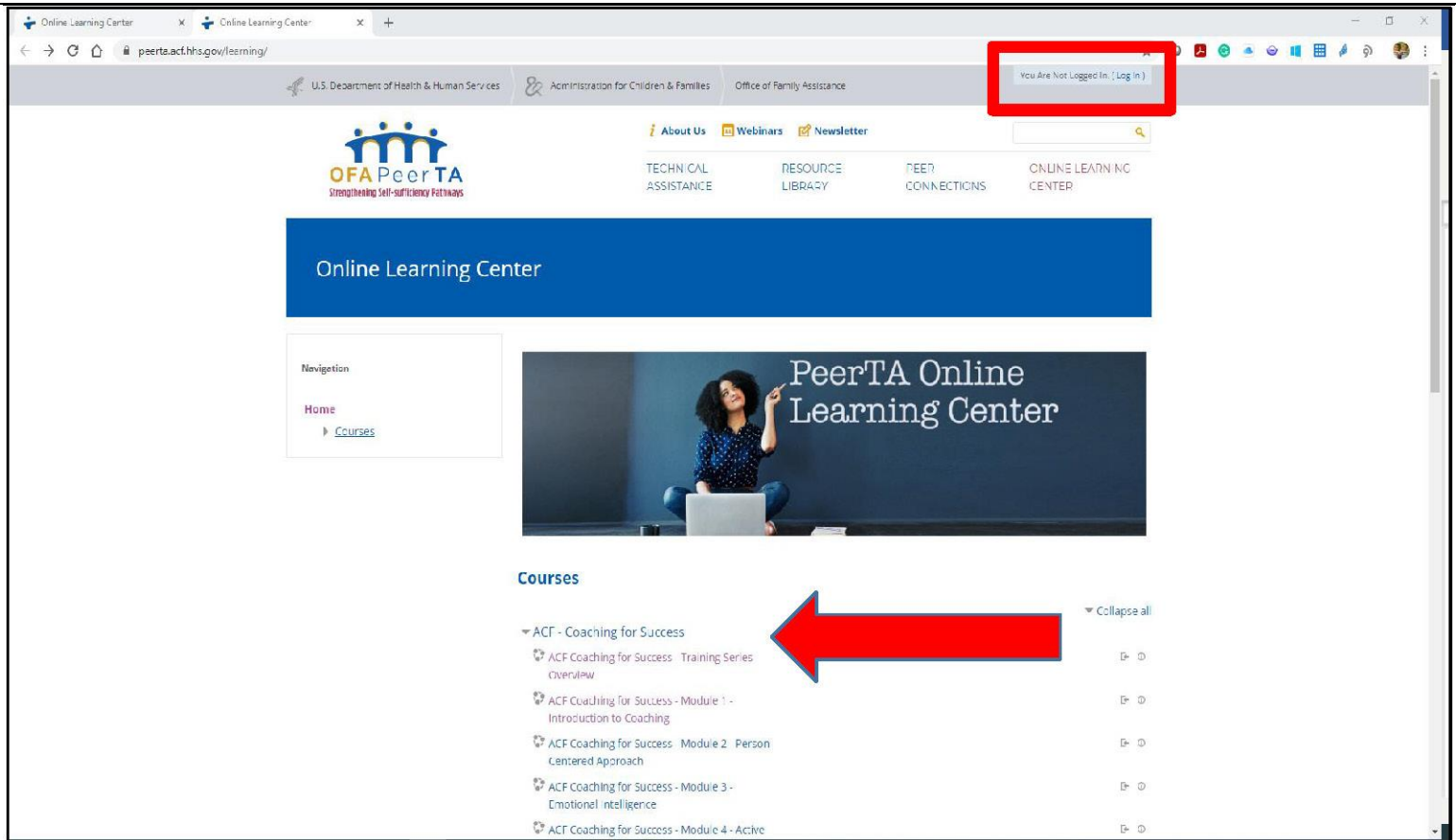
¹ Babcock, Elisabeth. “Using Brain Science to Transform Human Services and Increase Mobility from Poverty.” [http://s3.amazonaws.com/empath-website/pdf/using_brain_science_to_transform_human_services_and_increase_personal_mobility_from_poverty_\(3\).pdf](http://s3.amazonaws.com/empath-website/pdf/using_brain_science_to_transform_human_services_and_increase_personal_mobility_from_poverty_(3).pdf)

How to Access Coaching for Success Trainings

The Coaching for Success eLearning trainings are accessible on the OFA PeerTA website, which is funded by the Office of Family Assistance, a division of the Administration for Children and Families at the U.S. Department of Health and Human Services. The following steps will help you enroll in and take the courses.

Step 1: Create an Account for the OFA PeerTA Online Learning Center

- Navigate to <https://peerta.acf.hhs.gov/learning/>
- From here you can either click on “**Log In**” in the top right corner or select a **course** from the list (under ACF – Coaching for Success).
- If this is the first time you have accessed the site, clicking on “**Log In**” will also give you the opportunity to create a new account.



- On the next screen you can either:
 - Log in if you already have an account for the Online Learning Center (skip to Step 2), or
 - Create a New Account for the Online Learning Center.

The screenshot shows the OFA PeerTA Online Learning Center login page. At the top, there is a navigation bar with the U.S. Department of Health & Human Services logo, the Administration for Children & Families logo, and the Office of Family Assistance logo. Below this is the OFA PeerTA logo with the tagline "Strengthening Self-sufficiency Pathways". The main navigation menu includes "About Us", "Webinars", and "Newsletter". There are also links for "TECHNICAL ASSISTANCE", "RESOURCE LIBRARY", "PEER CONNECTIONS", and "ONLINE LEARNING CENTER".

The main content area is titled "Online Learning Center" with a sub-link "Home Log in to the site". Below this, there are two columns. The left column is titled "Log in" and contains a form with fields for "Username / email", "Password", and "Token", a "LOG IN" button, and a link for "Forgotten your username or password?". A red circle highlights the "Log in" form, and a blue callout box points to it with the text "Log in here if you have an account". The right column is titled "Is this your first time here?" and contains a welcome message and a list of steps for creating a new account. A red box highlights the "CREATE NEW ACCOUNT" button, and a blue callout box points to it with the text "Create a New Account Here".

At the bottom, there are sections for "OTHER RESOURCES" (UPI Toolkit and Career Pathways Catalog of Toolkits) and "OFA INITIATIVES" (These pages feature resources, publications, and tools to provide information on Peer TA initiatives that are sponsored through the U.S. Department of Health and...).

- If you are creating a new account, follow the prompts on the following page to create a username and password. You will also be asked to provide the following information:
 - Email
 - First Name
 - Last Name
 - Organization
 - Type of Organization (Federal, State, Local, Tribal, other)
 - Zip Code
 - You will also have the option to be added to the OFA PeerTA Listserv.

The screenshot shows the OFA PeerTA Online Learning Center login page. At the top, there is a navigation bar with the following text: "U.S. Department of Health & Human Services", "Administration for Children & Families", "Office of Family Assistance", and "You are not logged in. (Log in)". Below this is the OFA PeerTA logo with the tagline "Strengthening Self-sufficiency Pathways". To the right of the logo are links for "About Us", "Webinars", and "Newsletter". Below these are four main menu items: "TECHNICAL ASSISTANCE", "RESOURCE LIBRARY", "PEER CONNECTIONS", and "ONLINE LEARNING CENTER". The main content area is titled "Online Learning Center" with a sub-link "Home Log in to the site". There are two columns: "Log in" and "Is this your first time here?". The "Log in" column contains input fields for "Username / email", "Password", and "Token", a "LOG IN" button, and links for "Forgotten your username or password?" and "Cookies must be enabled in your browser". The "Is this your first time here?" column contains a welcome message, a list of 6 steps for creating an account, and a "CREATE NEW ACCOUNT" button. At the bottom, there are two sections: "OTHER RESOURCES" with links to "UPI Toolkit" and "CAREER PATHWAYS Catalog of Tools", and "OFA INITIATIVES" with a paragraph of text.

- Click **Create My New Account**.

The screenshot shows the OFA Peer TA Online Learning Center login page. At the top, there is a navigation bar with the following text: "U.S. Department of Health & Human Services", "Administration for Children & Families", "Office of Family Assistance", and "You Are Not Logged In. (Log In)". Below the navigation bar is the OFA Peer TA logo with the tagline "Strengthening Self-sufficiency Pathways". To the right of the logo are links for "About Us", "Webinars", and "Newsletter". Below these links are four categories: "TECHNICAL ASSISTANCE", "RESOURCE LIBRARY", "PEER CONNECTIONS", and "ONLINE LEARNING CENTER". A search bar is located to the right of these categories. Below the navigation bar is a blue banner with the text "Online Learning Center" and "Home Log in to the site". The main content area is divided into two columns. The left column is titled "Log in" and contains a login form with fields for "Username / email", "Password", and "Token", a "LOG IN" button, and links for "Forgotten your username or password?" and "Cookies must be enabled in your browser". The right column is titled "Is this your first time here?" and contains a welcome message: "Welcome to OFA PeerTA's Online Learning Center! For full access to courses you'll need to take a minute to create a new account for yourself on this web site. Here are the steps:" followed by a numbered list of six steps. Below the list is a "CREATE NEW ACCOUNT" button. At the bottom of the page, there are two sections: "OTHER RESOURCES" with links for "UFI Toolkit" and "OWRA", and "OFA INITIATIVES" with a description: "These pages feature resources, publications, and tools to provide information on Peer TA initiatives that are".

The screenshot shows the 'Online Learning Center' registration page. At the top, there is a navigation bar with the following text: 'U.S. Department of Health & Human Services', 'Administration for Children & Families', and 'Office of Family Assistance'. On the right side of the navigation bar, it says 'You Are Not Logged In. (Log in)'. Below the navigation bar is the OFA Peer TA logo with the tagline 'Strengthening Self-sufficiency Pathways'. To the right of the logo are links for 'About Us', 'Webinars', and 'Newsletter'. Below these links are four categories: 'TECHNICAL ASSISTANCE', 'RESOURCE LIBRARY', 'PEER CONNECTIONS', and 'ONLINE LEARNING CENTER'. A search bar is located to the right of the 'Newsletter' link. A blue banner below the navigation bar contains the text 'Online Learning Center' and 'Home Log in New account'. Below the banner, the page title 'Online Learning Center' is repeated. A 'New account' link is visible. A 'Collapse all' button is located to the right of the 'New account' link. The main content area is a registration form with a section titled 'Choose your username and password'. This section contains two input fields: 'Username' and 'Password'. The 'Username' field has a red asterisk and a note: 'The username must be only alphanumeric characters with lowercase letters, underscore (_), hyphen (-), period (.) and at symbol (@)'. The 'Password' field also has a red asterisk and a note: 'The password must have at least 8 characters, at least 1 digit(s), at least 1 lower case letter(s), at least 1 upper case letter(s), at least 1 non-alphanumeric character(s) such as *, -, or #'. Below the 'Choose your username and password' section is a 'More details' section with an 'Email address' input field.

▼ Other Info

Organization *

Type of Organization *

State *

Zip Code *

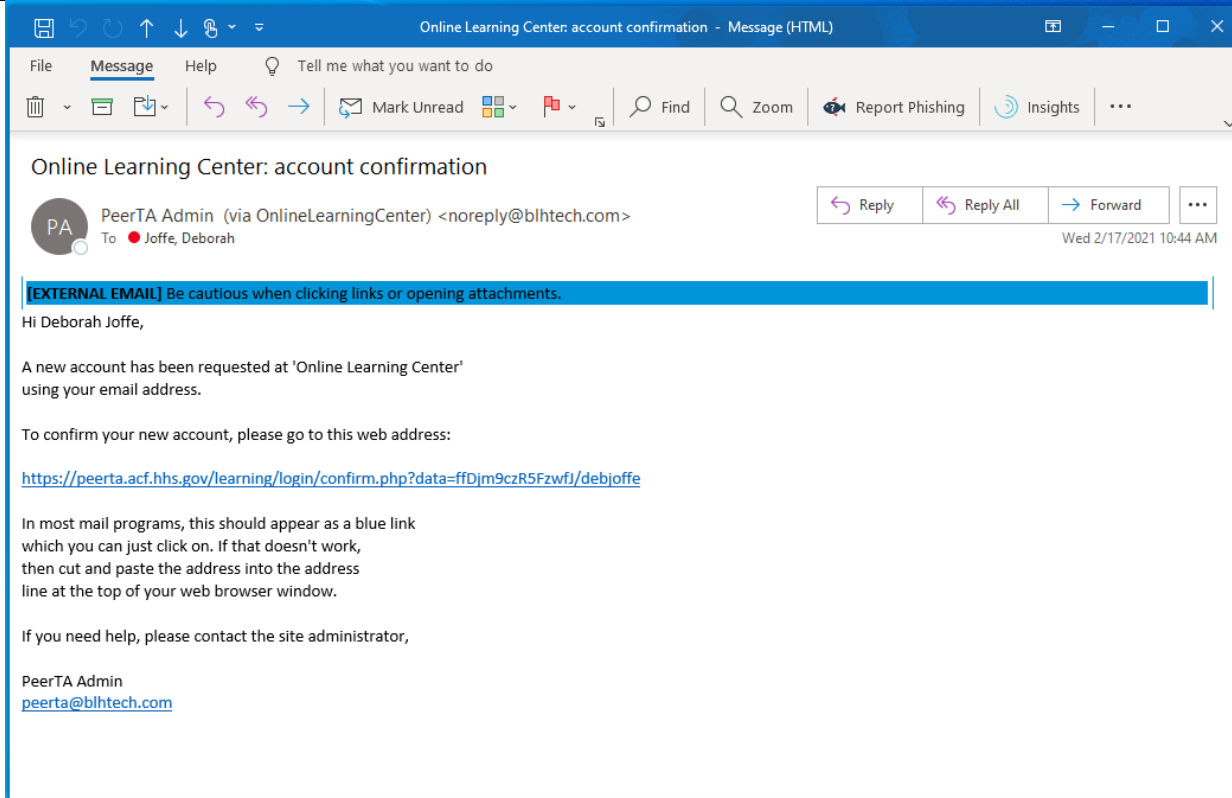
Add me to your listserv

37209

CREATE MY NEW ACCOUNT

CANCEL

- From here, you will receive an email from **“PeerTA Admin”** asking you to confirm your email address. Once you click on the link, your Online Learning Center account will be active. The email will look like this:



- This is what you will see after you click on the confirmation link in your email:

Online Learning Center

[Home](#) Your registration has been confirmed

Thanks, Paul Lefkowitz

Your registration has been confirmed

CONTINUE

Step 2: Launch the Course

Once you have successfully logged into the Online Learning Center, it's time to learn about Coaching!

- When you log in, you will see a screen that looks like this. If you see something different, click on **Courses** in the left-hand navigation menu or click on the **arrow by ACF – Coaching for Success** to expand the list of courses.
- Select the Course you want to take. Start with **ACF Coaching for Success – Training Series Overview** to get familiar with the series.

The screenshot shows the Online Learning Center interface. At the top, there is a navigation bar with links for TECHNICAL ASSISTANCE, RESOURCE LIBRARY, PEER CONNECTIONS, and ONLINE LEARNING CENTER. The main header area is blue with the text "Online Learning Center" and "Home Courses". Below this, there is a search bar labeled "Search courses" with a "GO" button. On the left, a navigation menu is visible, with "Courses" expanded to show "ACF - Coaching for Success" and "Tribal TANF". The main content area displays a list of courses under the heading "ACF - Coaching for Success". The list includes:

- ACF Coaching for Success - Training Series Overview
- ACF Coaching for Success - Module 1 - Introduction to Coaching
- ACF Coaching for Success - Module 2 - Person-Centered Approach
- ACF Coaching for Success - Module 3 - Emotional Intelligence
- ACF Coaching for Success - Module 4 - Active Listening
- ACF Coaching for Success - Module 5 - Reflective Statements
- ACF Coaching for Success - Module 6 - Summary Statements
- ACF Coaching for Success - Module 7 - Powerful Questions
- ACF Coaching for Success - Module 8 - Powerful Questions Traps and Pitfalls
- ACF Coaching for Success - Module 9 - Setting Goals
- ACF Coaching for Success - Module 10 - Goal-

- Next you will have to **Enroll** in the course.
- Click on **Enroll Me**.
- You will have to enroll in each Module as you progress through the 15-course series.

The screenshot displays the website interface for the ACF Coaching for Success program. At the top, the header includes the U.S. Department of Health & Human Services logo, the Administration for Children & Families logo, and the Office of Family Assistance. A user login bar indicates "You Are Logged In As Deborah Joffe (Log Out)". The main navigation menu includes links for "About Us", "Webinars", and "Newsletter". Below this, there are four columns of services: "TECHNICAL ASSISTANCE", "RESOURCE LIBRARY", "PEER CONNECTIONS", and "ONLINE LEARNING CENTER". The central banner features the title "ACF Coaching for Success - Module 1 - Introduction to Coaching" and a sub-link "Enroll me in this course Enrollment options".

On the left side, there is a "Navigation" menu with links for "Home", "Dashboard", "My courses", "Courses", and "Tribal TANF". Below this is an "Administration" section.

The main content area is titled "Enrollment options" and features a course card for "ACF Coaching for Success - Module 1 - Introduction to Coaching". The card includes a description: "This is the first of fourteen training modules in the Coaching for Success series, designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with Temporary Assistance for Needy Families (TANF) clients. In this module, the concept of coaching is defined, the core pillars of the Human Services Coaching Framework are introduced, the research that supports coaching is explained, and connections are drawn on how coaching can be integrated into TANF employment case management." Below the description, there is a dropdown menu for "Self enrollment (Student)" with a text box containing "No enrollment key required." and a prominent red-bordered "ENROLL ME" button.

- After clicking Enroll Me, you will see this screen. From here, you can:
 - Select “**ACF Coaching for Success – Training Series Overview**” to launch the course.
 - Click on “**Training Series Overview PDF**” to download a 508-compliant transcript for the course.

The screenshot displays the OFA PeerTA website interface. At the top left is the OFA PeerTA logo with the tagline 'Strengthening Self-sufficiency Pathways'. To the right are navigation links for 'About Us', 'Webinars', and 'Newsletter', along with a search bar. Below these are four main menu categories: 'TECHNICAL ASSISTANCE', 'RESOURCE LIBRARY', 'PEER CONNECTIONS', and 'ONLINE LEARNING CENTER'. The main content area features a blue header with the title 'ACF Coaching for Success - Training Series Overview' and a 'TURN EDITING ON' button. A navigation sidebar on the left lists 'Home', 'Dashboard', 'Site pages', 'My courses' (with sub-links for 'Tribal ANF Data-Basics' and 'Tribal ANF-Basics & Beyond'), and 'Courses' (with sub-links for 'ACF - Coaching for Success' and 'Tribal TANF'). The main content area includes a 'Section 508/Accessibility' notice, a 'Training Series Overview PDF' link (193.7KB PDF document), and a download link for a transcript titled 'Introduction to Coaching'. A prominent red arrow points from the right side of the page towards the course title, with the text 'Click here to launch course' written inside the arrow.

- If you click on the course, you will be taken to this screen.
- Follow the directions for assistive technology if needed.
- Click on **Enter** to launch the course player. It will launch the course player in the same internet window.

The screenshot shows the OFA Peer TA website. At the top left is the logo for OFA Peer TA, with the tagline "Strengthening Self-sufficiency Pathways". To the right of the logo are links for "About Us", "Webinars", and "Newsletter". Further right is a search bar. Below these are four main navigation categories: "TECHNICAL ASSISTANCE", "RESOURCE LIBRARY", "PEER CONNECTIONS", and "ONLINE LEARNING CENTER".

The main content area has a blue header with the title "ACF Coaching for Success - Training Series Overview" and a breadcrumb trail: "Home My courses Training Series Overview General ACF Coaching for Success - Training Series Overview".

On the left side, there is a "Navigation" menu with links for "Home", "Dashboard", "My courses", and "Courses". Below that is an "Administration" section.

The main content area contains a "Section 508/Accessibility:" notice. It states: "If you are using assistive technology to access this course or are a keyboard-only user: To switch slides in the menu tab of the training module, please use the Tab, arrows, spacebar and Enter keys to navigate and validate your selection." It also mentions: "If you are not using assistive technology and are not keyboard dependent, you can access this course using Chrome, Edge, IE, Firefox, and Safari, as well as on mobile devices."

At the bottom center of the page, there is a red rectangular box containing a purple button with the text "ENTER".

Step 3: Take the Course

This is the course player.

From here, you can:

1. See your **progress** in the menu on the left.
2. Access **Resources** in the top right corner. These include definitions and activities for some courses. Not all courses in the Coaching for Success series have resources.
3. Adjust **volume**.
4. Turn **closed captioning** on and off.
5. Navigate to the **previous** or **next** slide. You have to hear all the content on a slide before it will allow you to click **Next**.
6. Exit the course.
7. Navigate back to the courses in the **Online Learning Center**.

Note: The Online Learning Center keeps track of your progress, so you can leave the course and come back right where you left off!

ACF Coaching for Success - Training Series Overview

Home My courses Training Series Overview General ACF Coaching for Success - Training Series Overview

EXIT ACTIVITY

7

6

ACF Coaching for Success - Training Series Overview

Menu

- Untitled Scene
- Welcome!
- Module Player Overview
- About the Training
- Who should take this course?
- Training Series Content
- Training Foundation
- Course Topics
- Course Materials and Learning Su...
- General Course Flow
- Things to Consider
- Rules, Regulations, Policies and Pr...
- Client-specific Needs
- Cultural Differences
- Cultural Considerations for Tribal T...
- Culturally Responsive Practices
- Coaching is an Art
- Let's Review!
- Question 1
- In the following examples, determi...
- Question 3
- Course Evaluation
- Conclusion

ACF Coaching Overview

Resources

CHILDREN & FAMILIES
Office of Early Assessment

Coaching for TANF
Employment Case Managers
Training Series Overview

4

5

3

2

Step 4: Access your Dashboard

- Once you have enrolled in a course, it will appear in your **Dashboard**.
- From the Dashboard, you can launch courses in progress or access the PDF transcripts by clicking on the course name.
- If you need assistance with any aspect of this process, please contact the Site Administrator at peerta@blhtech.com.

The screenshot shows the OFA PeerTA user dashboard for Deborah Joffe. The header includes the U.S. Department of Health & Human Services, Administration for Children & Families, and Office of Family Assistance. The user is logged in as Deborah Joffe. The dashboard features a navigation menu with 'Dashboard' highlighted, a course overview section listing 'ACF - Coaching for Success' and 'ACF Coaching for Success - Module 1 - ...', and a 'Recently accessed courses' section listing 'ACF - Coaching for Success' and 'ACF Coaching for Success - Module 1 - Introduction to Coaching'. The user's profile information is also visible, including 'Country: United States', 'City/town: Boston', and 'Email address: djoffe@pcgus.com'.

eLearning Module Summaries

Each module in the Coaching for Success training series is summarized below. The modules are designed to be taken in order. The lengths of the modules vary; they generally require between 30 and 45 minutes to complete.

Coaching for Success Overview

This session overviews the fourteen-module Coaching for Success training series. The series provides training on how to effectively use coaching techniques to achieve successful outcomes when working with Temporary Assistance for Needy Families (TANF) and Native Employment Works (NEW) clients. In this session, the Human Services Coaching Framework is introduced, the topics to be covered and the format used in each of the 14 modules are outlined, and contextual and cultural considerations for applying the training are discussed.

Module 1 – Introduction to Coaching

This is the first of 14 training modules in the Coaching for Success series, designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the concept of coaching is defined, the core pillars of the Human Services Coaching Framework are introduced, the research that supports coaching is explained, and connections are drawn on how coaching can be integrated into TANF and NEW employment case management.

Module 2 – Person-Centered Approach

The second training module is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the concept of “mindsets” is explored, the person-centered approach to case management is defined and its components introduced. Also, the skills required to identify when someone is and is not using this approach are discussed.

Module 3 – Emotional Intelligence

This is the third module designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, emotional intelligence is defined and the four emotional intelligence quadrants are explained. Learners explore their own emotional intelligence strengths and opportunities for growth. The skills needed to build coaching relationships using Emotional Intelligence are also reviewed.

Module 4 – Active Listening

The fourth module is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, active listening is defined and the tools to recognize barriers to active listening are reviewed. In addition, the key techniques that facilitate active listening are described, and the methods for using those techniques are demonstrated.

Module 5 – Reflective Statements

This is the fifth training module designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the concept, core elements, and benefits of reflective statements are explored. Learners develop skills needed to connect reflective statements to the person-centered approach and identify how these reflections can build relationships.

Module 6 – Summary Statements

The sixth training module is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, summary statements are defined and their benefits and core components are explored. Learners develop skills needed to form effective summary statements.

Module 7 – Powerful Questions

This is the seventh training module designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the concept of powerful questions is introduced. The difference between open-ended and closed-ended questions is explored, and the benefits of using powerful questions are discussed. Learners will gain skills needed to convert closed-ended questions to open-ended questions and identify how information gathered throughout a discussion can be used to develop powerful questions.

Module 8 – Powerful Questions Traps and Pitfalls

The eighth module is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. This module continues the discussion of powerful questions and addresses the traps that can impact the effectiveness of using powerful questions in a coaching situation. Learners will gain skills in identifying and avoiding these traps. They will also develop tools to connect powerful questions to the person-centered mindset, and view demonstrations of putting powerful questions into action.

Module 9 – Setting Goals

This is the ninth training module designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the research that establishes goal setting as a key component of coaching is reviewed. The differences between short-term and long-term goals are explored, and the development of SMART goals using powerful questions is demonstrated.

Module 10 – Supporting Skills Development

The tenth training module in the Coaching for Success series is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the differences between hard and soft skills are discussed, the concept of scaffolding and how it relates to coaching is explored, and learners are introduced to skills needed to put scaffolding techniques into action.

Module 11 – Supporting Goal Attainment

This is the eleventh training module designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the relationship between tasks, short-term and long-term goals is explored. Learners are introduced to correspondence training and how to use it to support client progress. Methods for using praise and affirmation to support client goal attainment are also discussed.

Module 12 – Building Strength in Setbacks

The twelfth training module is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the concept of positive and negative “self-talk” is introduced. Learners will gain skills in developing positive self-talk in clients and converting negative self-talk to positive self-talk. Methods for remaining positive in spite of setbacks are also provided.

Module 13 – Coaching Versus Offering Solutions

The thirteenth training module is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the role of coaching in TANF is explored further. The circumstances in which offering solutions is appropriate are discussed, and case studies are provided to illustrate conditions for using a coaching approach or offering solutions.

Module 14 – Coaching for Success

The final training module in the Coaching for Success series is designed to provide training on how to effectively use coaching techniques to achieve successful outcomes when working with TANF and NEW clients. In this module, the benefits of coaching in case management are reviewed. Guidance for applying the most effective coaching skills for each stage of client engagement is provided, and learners are given tools to develop an action plan for incorporating coaching into their work with TANF and NEW clients.

Terms and Definitions

A **Case Manager**'s primary responsibility is to inform clients of (and track compliance with) program rules and regulations.

A **Coach** is responsible for helping clients set goals and make progress toward those goals.

Closed-ended questions can be answered with one-word responses such as yes or no.

Coaching is a person-centered, strength-based way of working with others that helps them direct the changes they want to make in their own lives.

Correspondence Training is a strategy that can help improve a client's likelihood of follow-through. The idea is simple: individuals make statements regarding their own behavior and the coach uses positive reinforcement when the statement and behavior correspond.

Emotional intelligence is the ability to recognize, understand, express, and manage one's own emotions and the ability to manage relationships through the recognition and understanding of the emotions of others.²

Goal-setting is the process of putting together a plan to achieve a specific outcome or objective.

Hard skills are specific, teachable abilities that can be defined and measured, such as typing, writing, math, reading, and the ability to use software programs.³

Long-term goals typically take more than six months to achieve.

Mindset refers to mental patterns, biases, assumptions, and belief systems.

Negative Self-talk is the thoughts we have and words we say that can tear us down. It reminds us of past mistakes, challenges and missed opportunities.

Open-ended questions are questions requiring more thought and more than a simple one-word answer.

Positive Self-talk is the thoughts we have and words we speak that underscore our strengths, successes, and accomplishments.

² <https://www.ihhp.com/meaning-of-emotional-intelligence/>

³ <https://quizlet.com/305814252/chapter-2-flash-cards/>

Powerful Questions are open-ended questions that spark reflection, solution-ownership, and growth. A powerful open-ended question is one asked at the right time and causes you to really think about your responses.

Reducing cognitive load means you reduce the burden of a situation which would give your client more time to practice the soft skills they already have.

Reflective Statements are phrases said by a case manager that repeat or paraphrase what the client said.

Relationship Management: Expressing and communicating emotions effectively in our interactions with others.⁴

Scaffolding is a technique that often incorporates a graduated use of open-ended questions as well as other techniques for supporting individuals as they learn new skills without giving them the answers or doing the tasks for them.⁵

Self-awareness is the ability to understand our emotions and recognize how they affect our behavior and influence how we respond to others.

Self-management reflects how we control our emotions (self-control) and use awareness of our emotions to adapt and remain positive.

Self-talk is the thoughts and internal conversation we have with ourselves. It can be our conscious or sub-conscious thoughts and Self-talk can be either positive or negative.

Short-term goals may take a few days, weeks, or months to complete but generally are set for less than six months.

Social Awareness is identifying with the emotions of others, understanding their perspective, and having a genuine interest and concern for them.

Soft skills are less tangible and harder to quantify, such as etiquette, getting along with others, listening, and engaging in small talk.⁶

Solution is defined as an action or process of solving a problem.

⁴ <http://www.oneclearmessage.co.za/relationship-management/>

⁵ Peg Dawson and Richard Guare. *Coaching Students with Executive Skills Deficits - The Guilford Practical Intervention in the Schools Series*. (New York, Guilford Publications, 2012).

⁶ <https://quizlet.com/149129084/soft-skills-exams-review-flash-cards/>