ADMINISTRATION FOR CHILDREN & FAMILIES
Office of Family Assistance

OFA Peer TA
Strengthening Self-sufficiency Pathways

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.

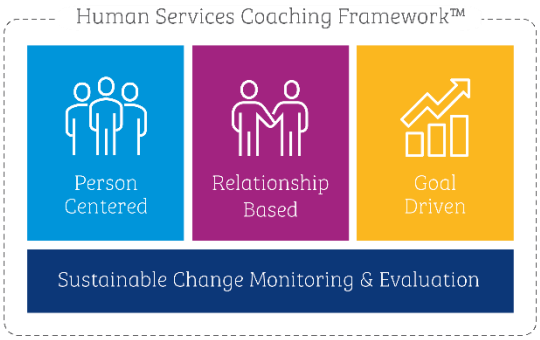

FIGURE 1: COACHING FOR SUCCESS IS BASED ON THIS THREE-PILLAR FRAMEWORK.

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

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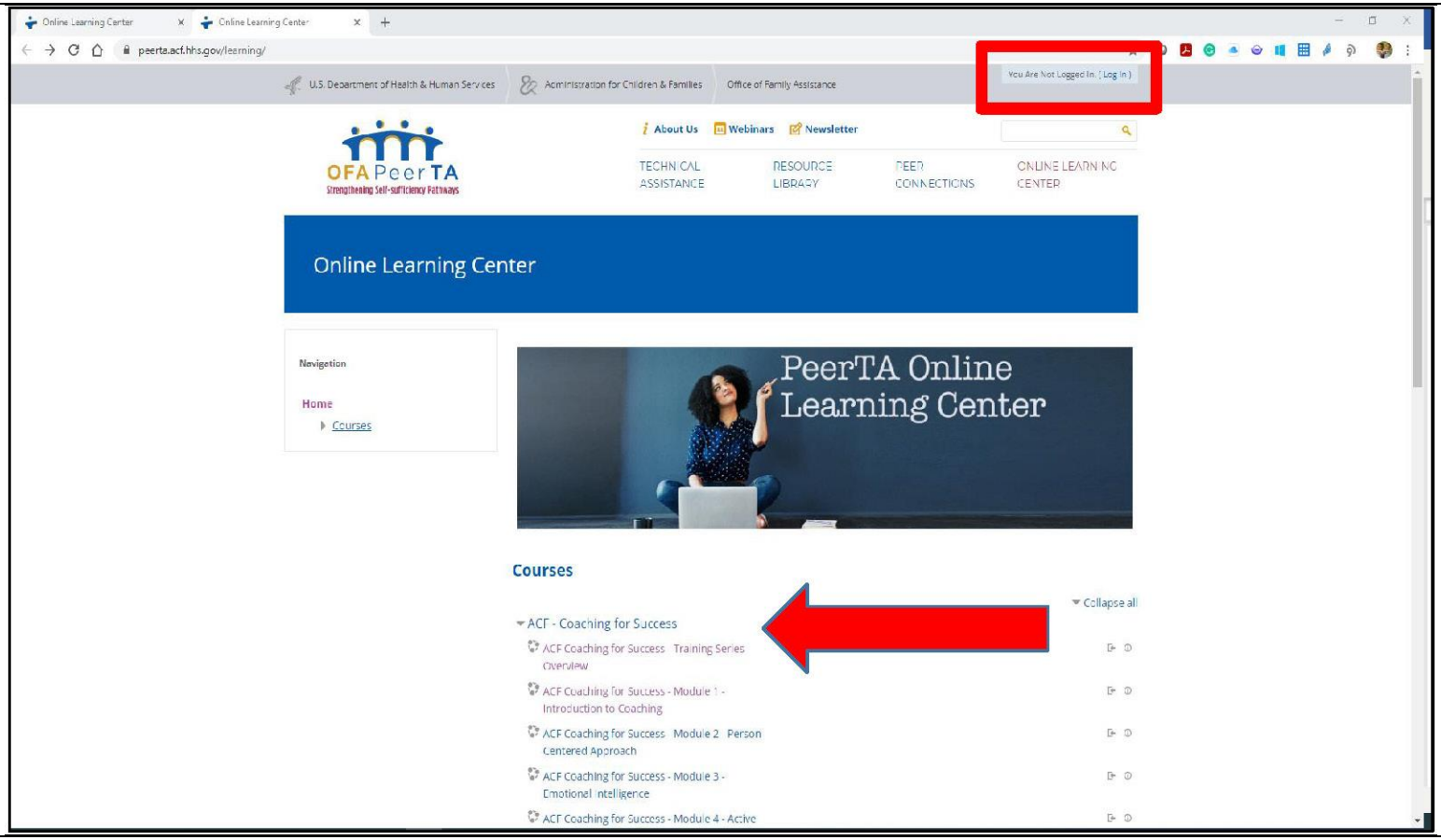
How to Access Coaching for Success Trainings

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.



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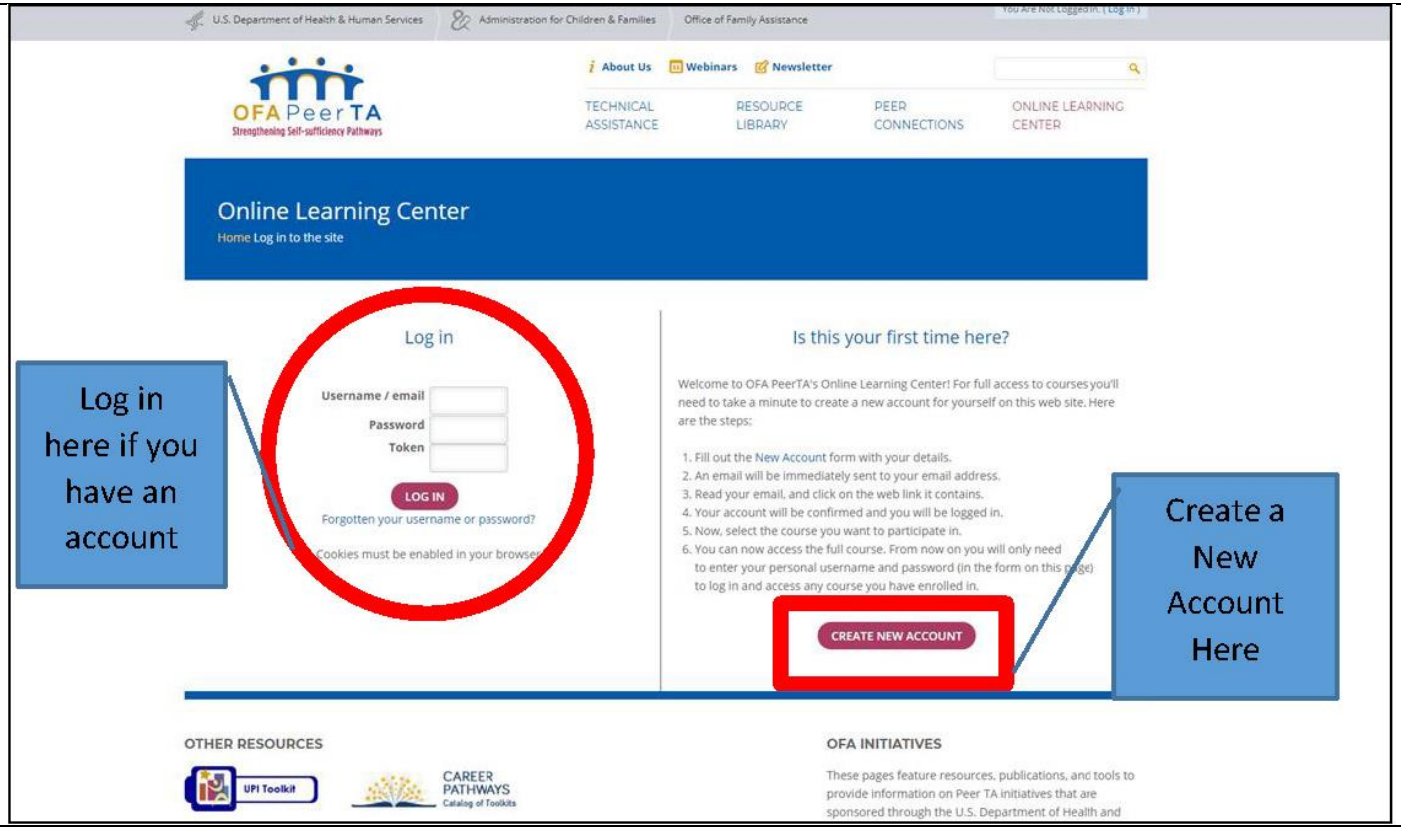
- On the next screen you can either:
  - Log in if you already have an account for the Online Learning Center (skip to Step 2), or
  - Create a New Account for the Online Learning Center.



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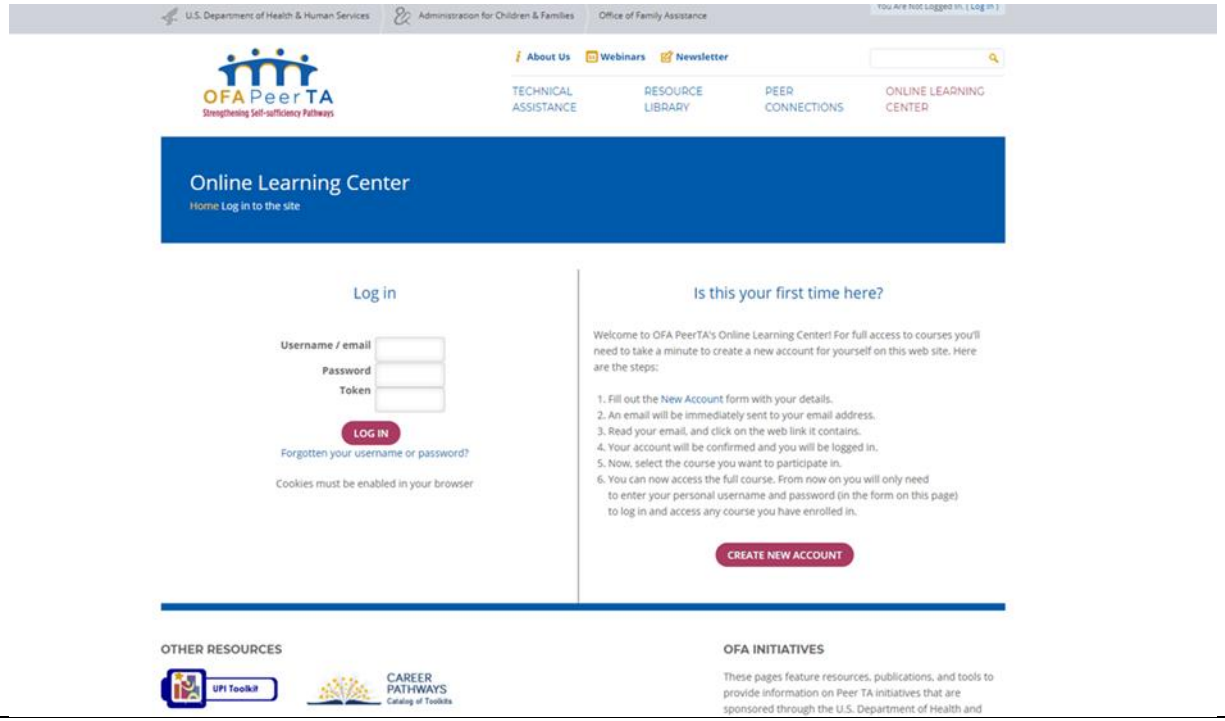
- If you are creating a new account, follow the prompts on the following page to create a username and password. You will also be asked to provide the following information:
  - Email
  - First Name
  - Last Name
  - Organization
  - Type of Organization (Federal, State, Local, Tribal, other)
  - Zip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



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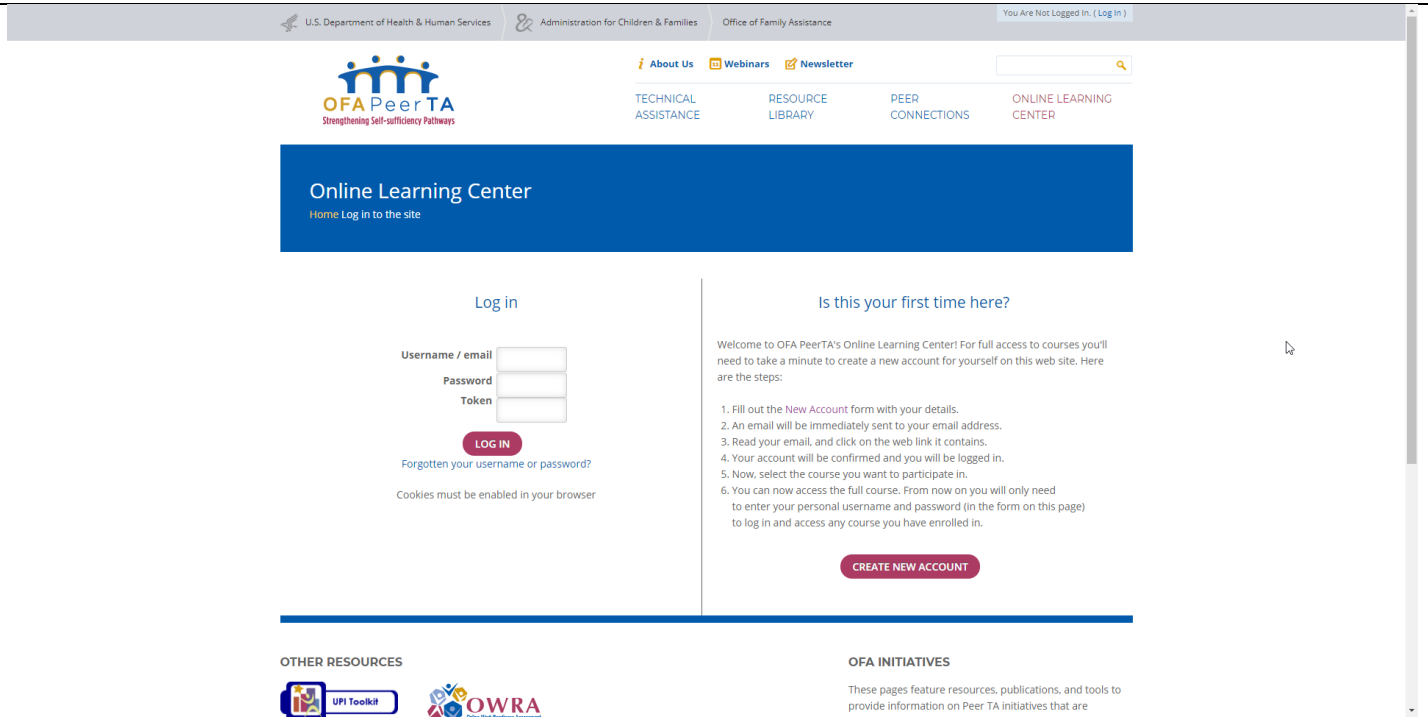
- Click **Create My New Account.**



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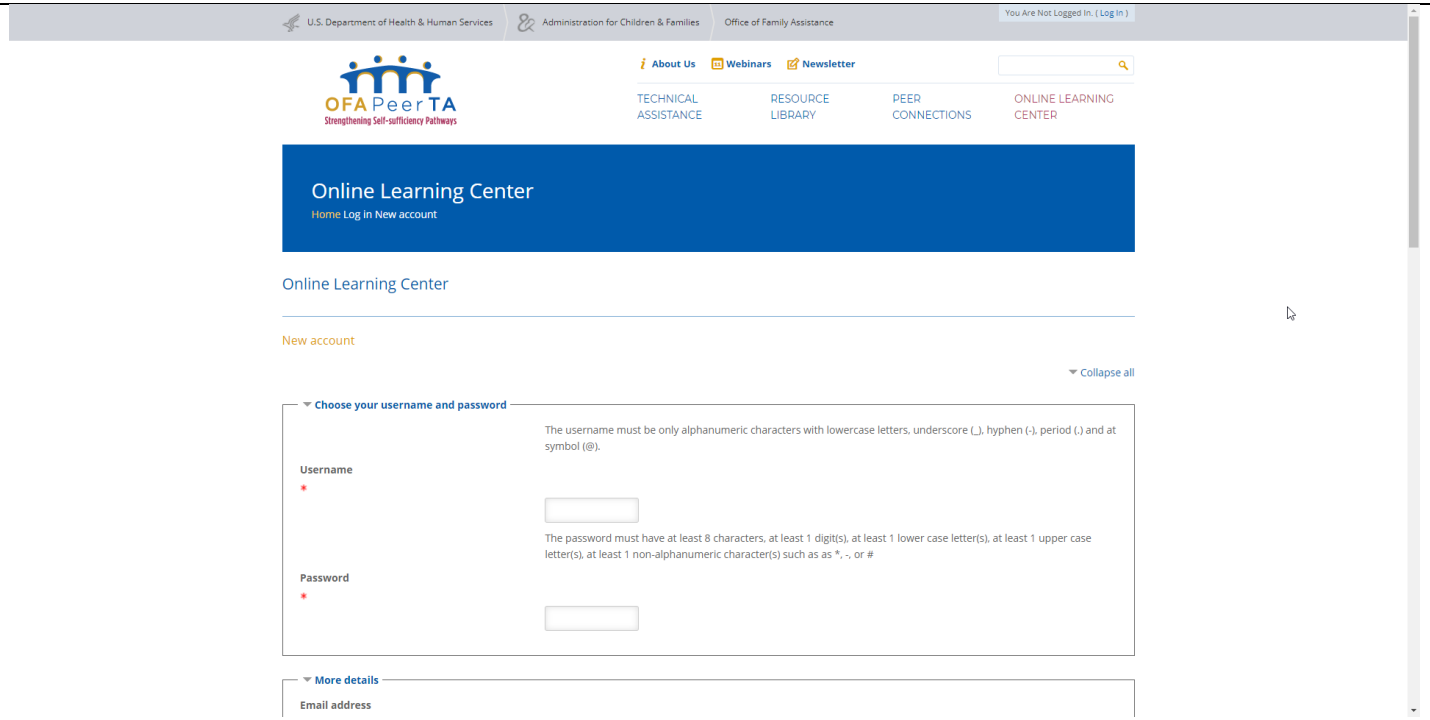

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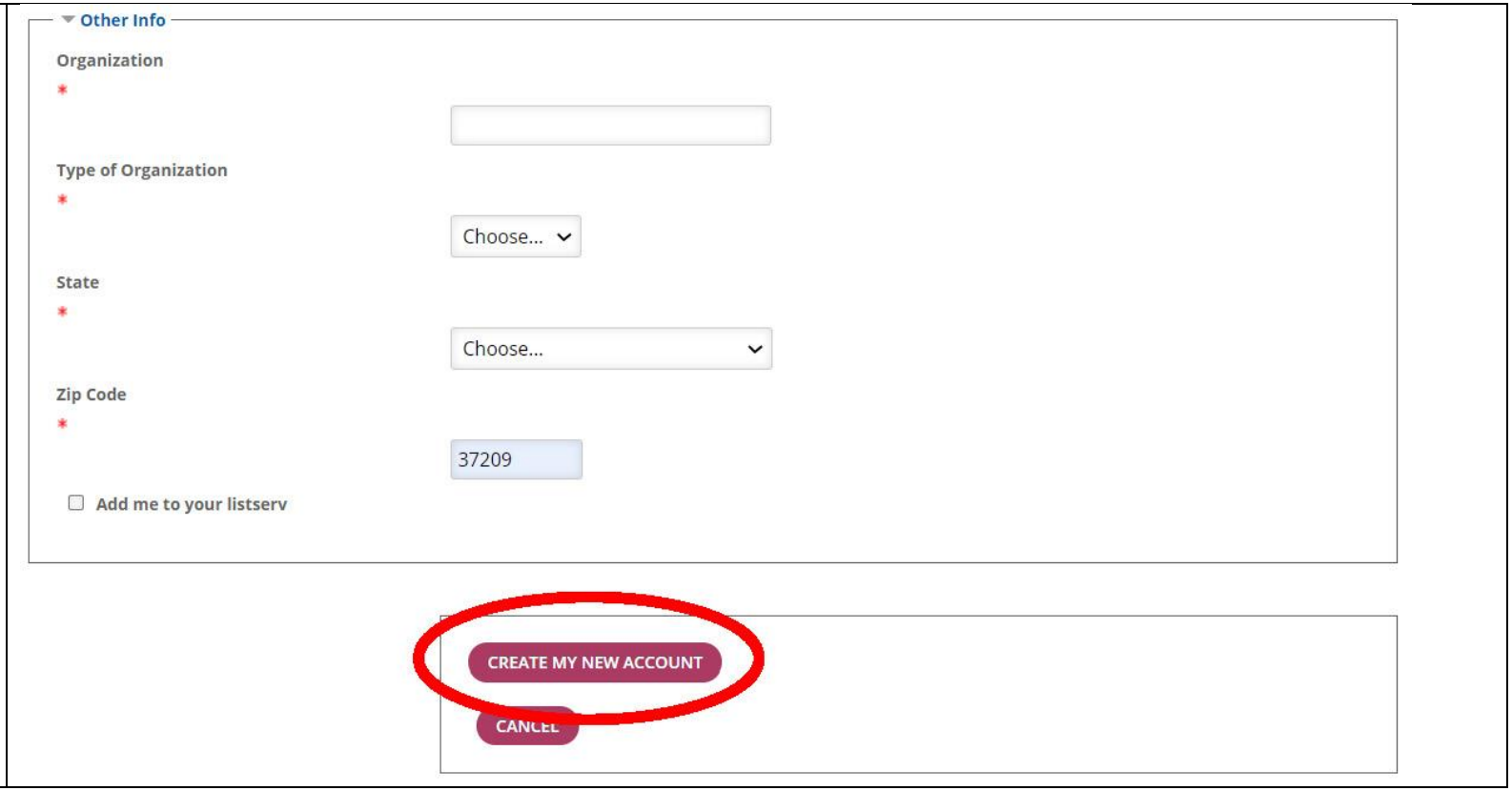

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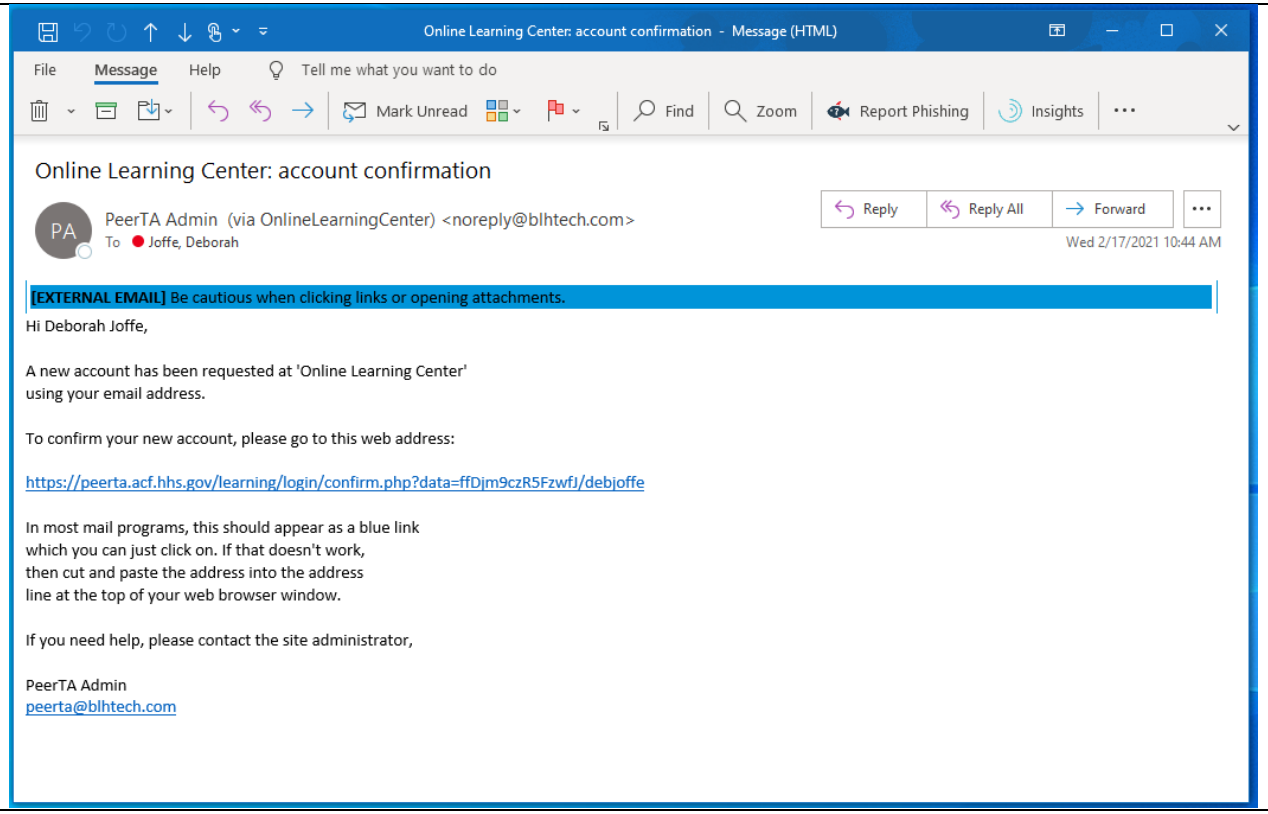
- From here, you will receive an email from **"PeerTA Admin"** asking you to confirm your email address. Once you click on the link, your Online Learning Center account will be active. The email will look like this:



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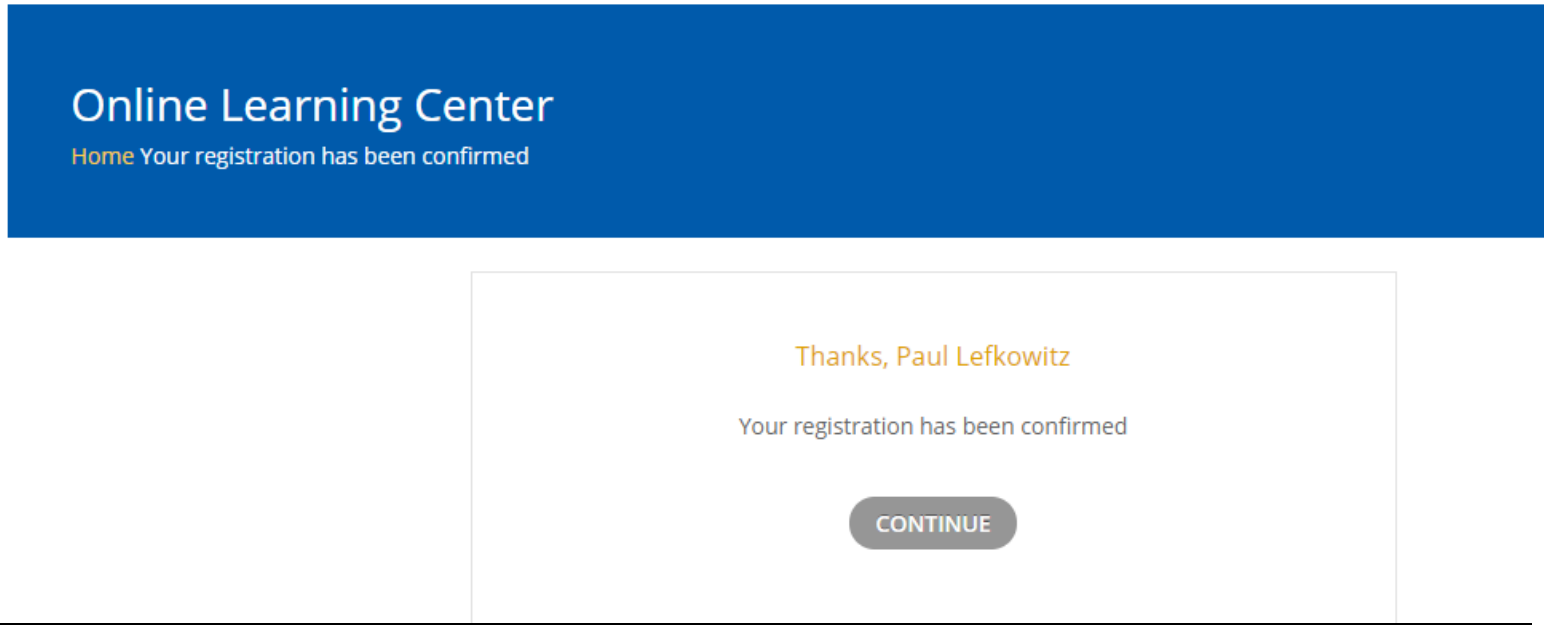
- This is what you will see after you click on the confirmation link in your email:



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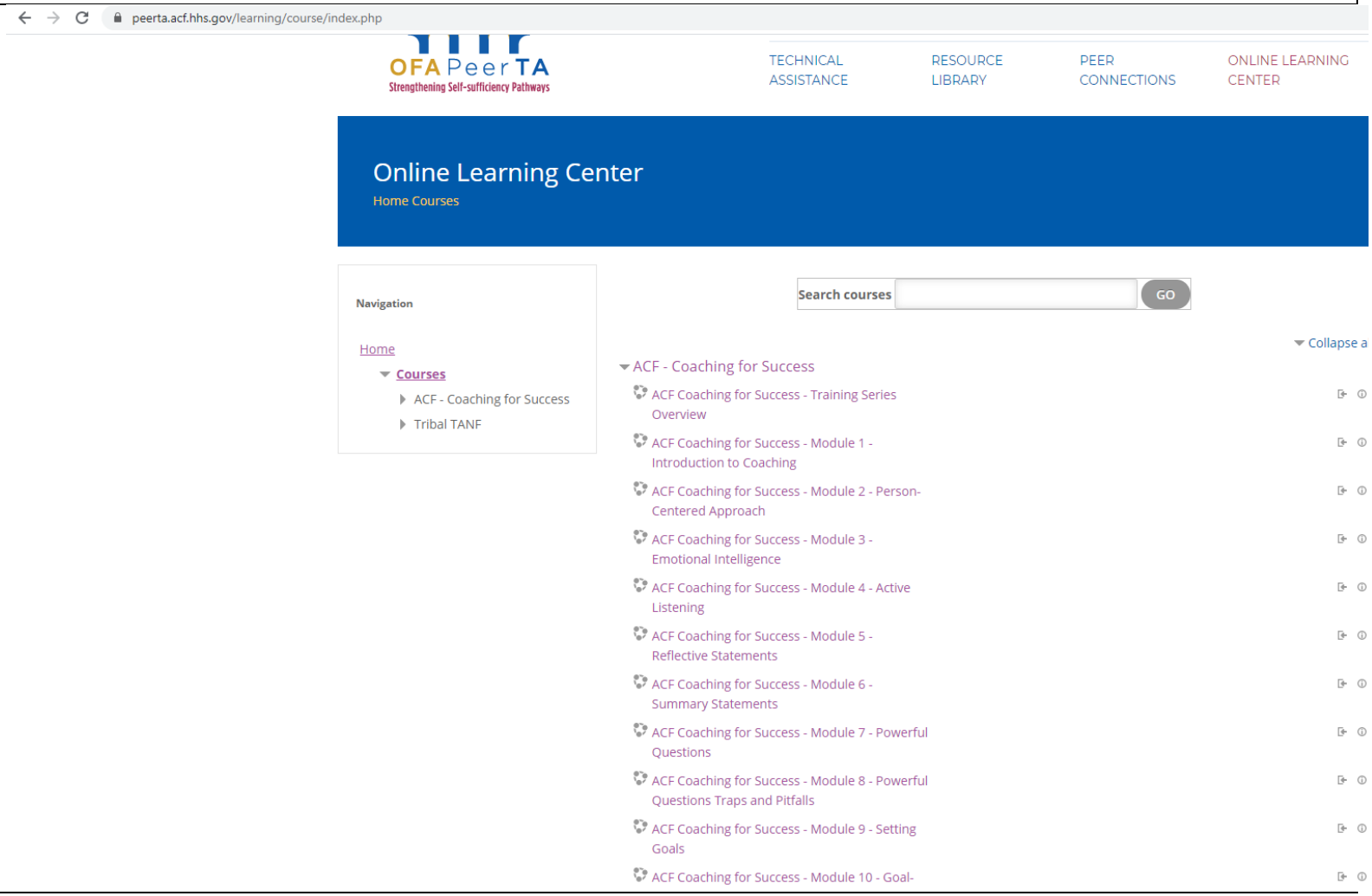
Step 2: Launch the Course

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.



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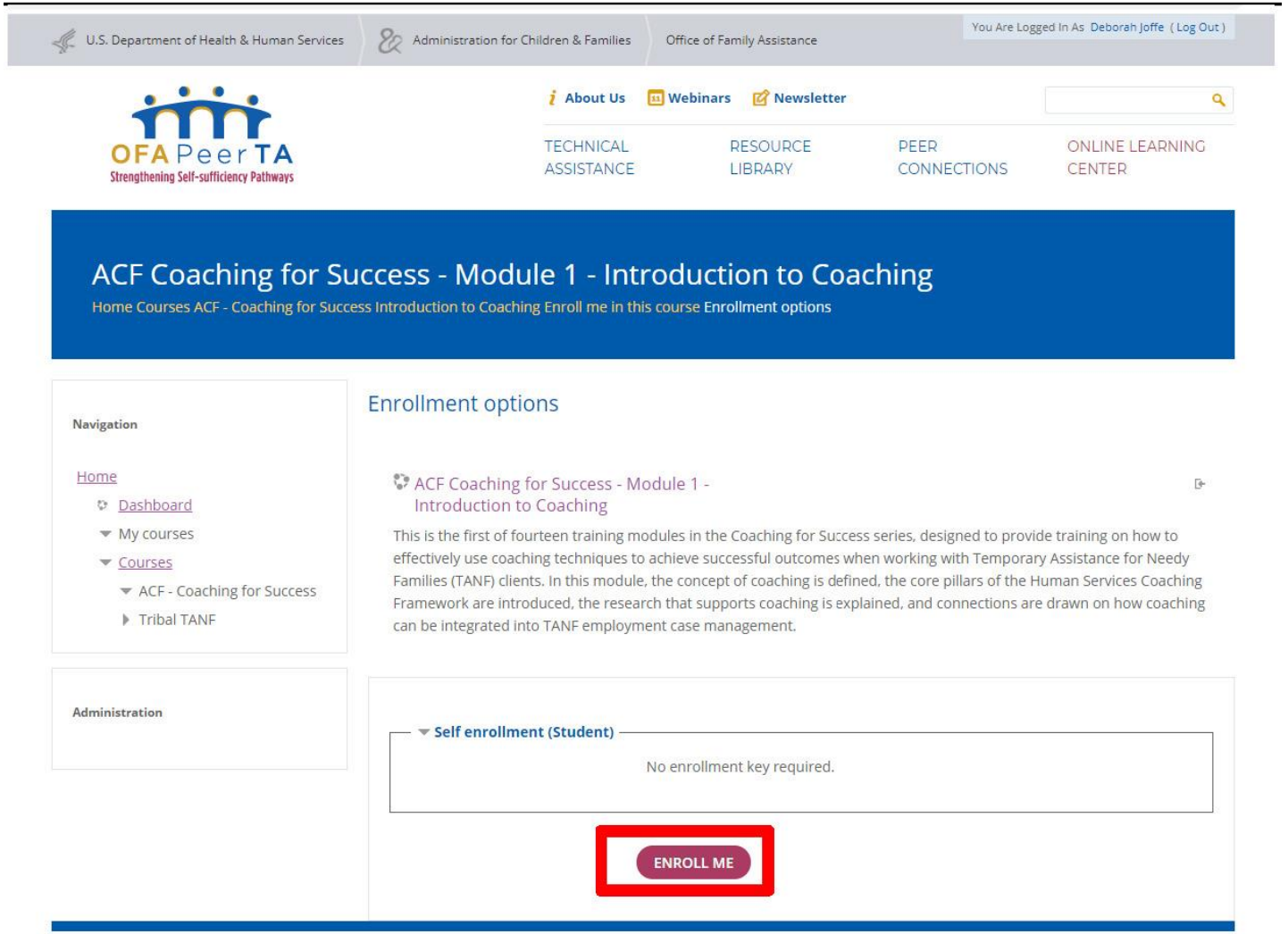
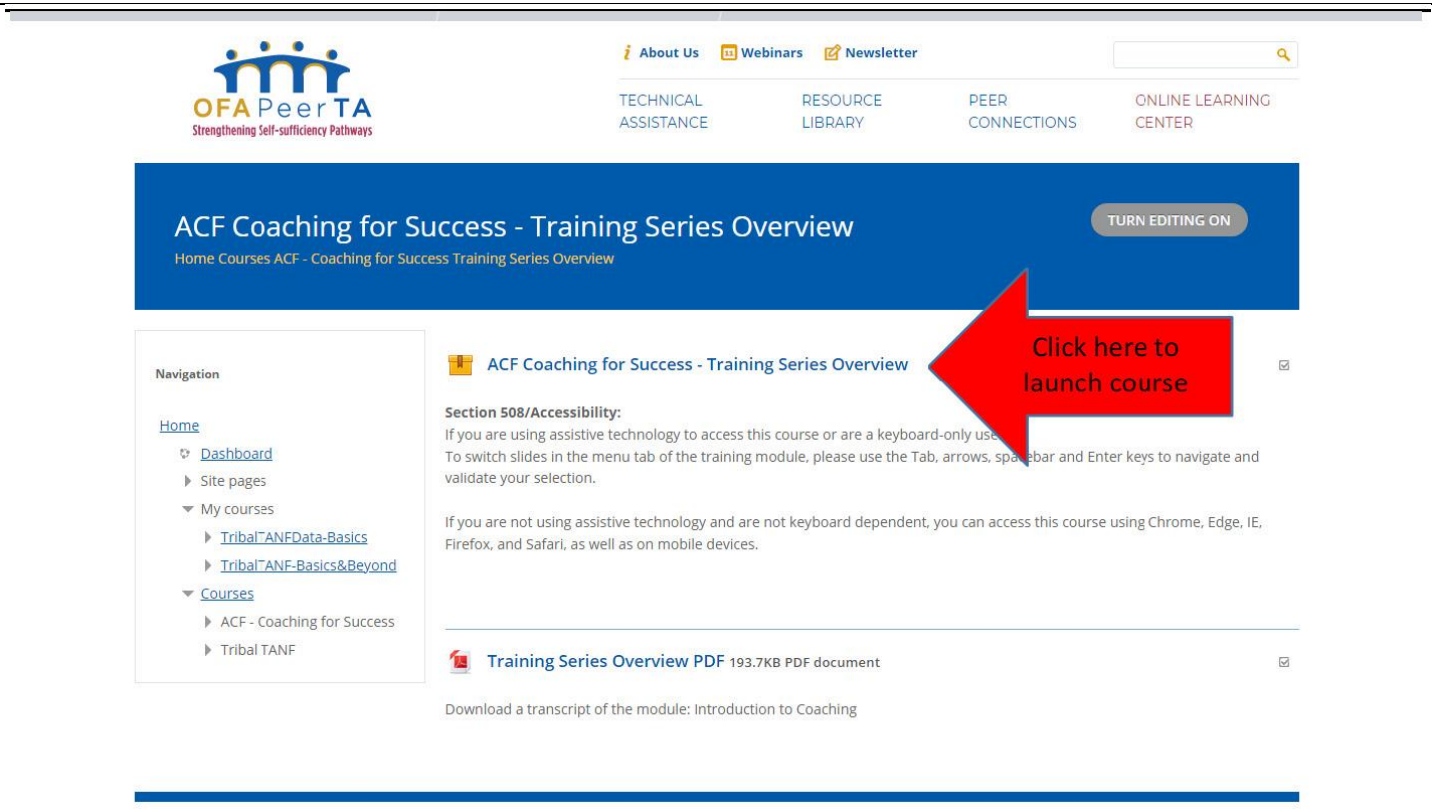
- Next you will have to **Enroll** in the course.
- Click on **Enroll Me.**
- You will have to enroll in each Module as you progress through the 15-course series.



- 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.



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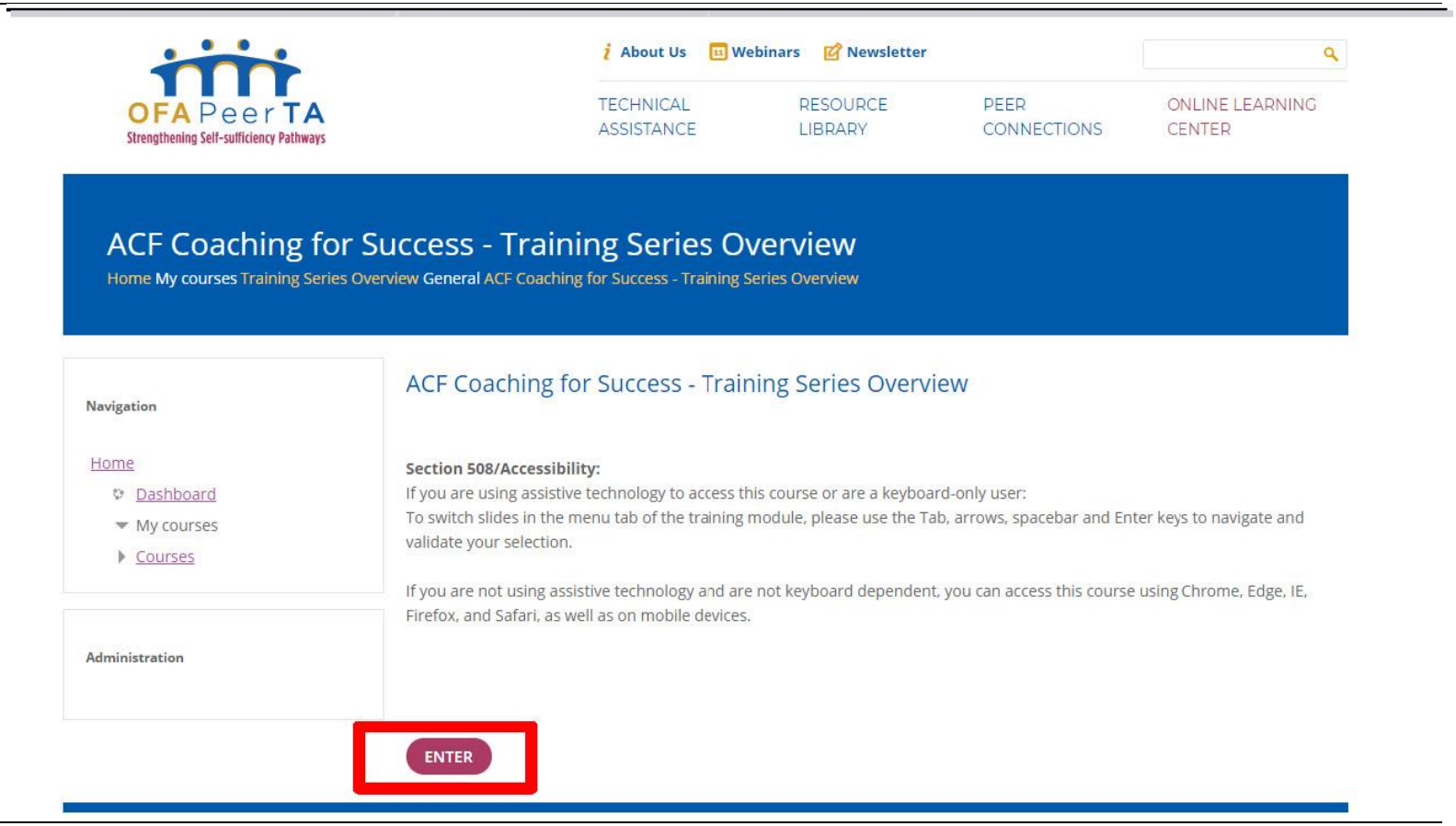
- If you click on the course, you will be taken to this screen.
- Follow the directions for assistive technology if needed.
- Click on **Enter** to launch the course player. It will launch the course player in the same internet window.



Step 3: Take the Course

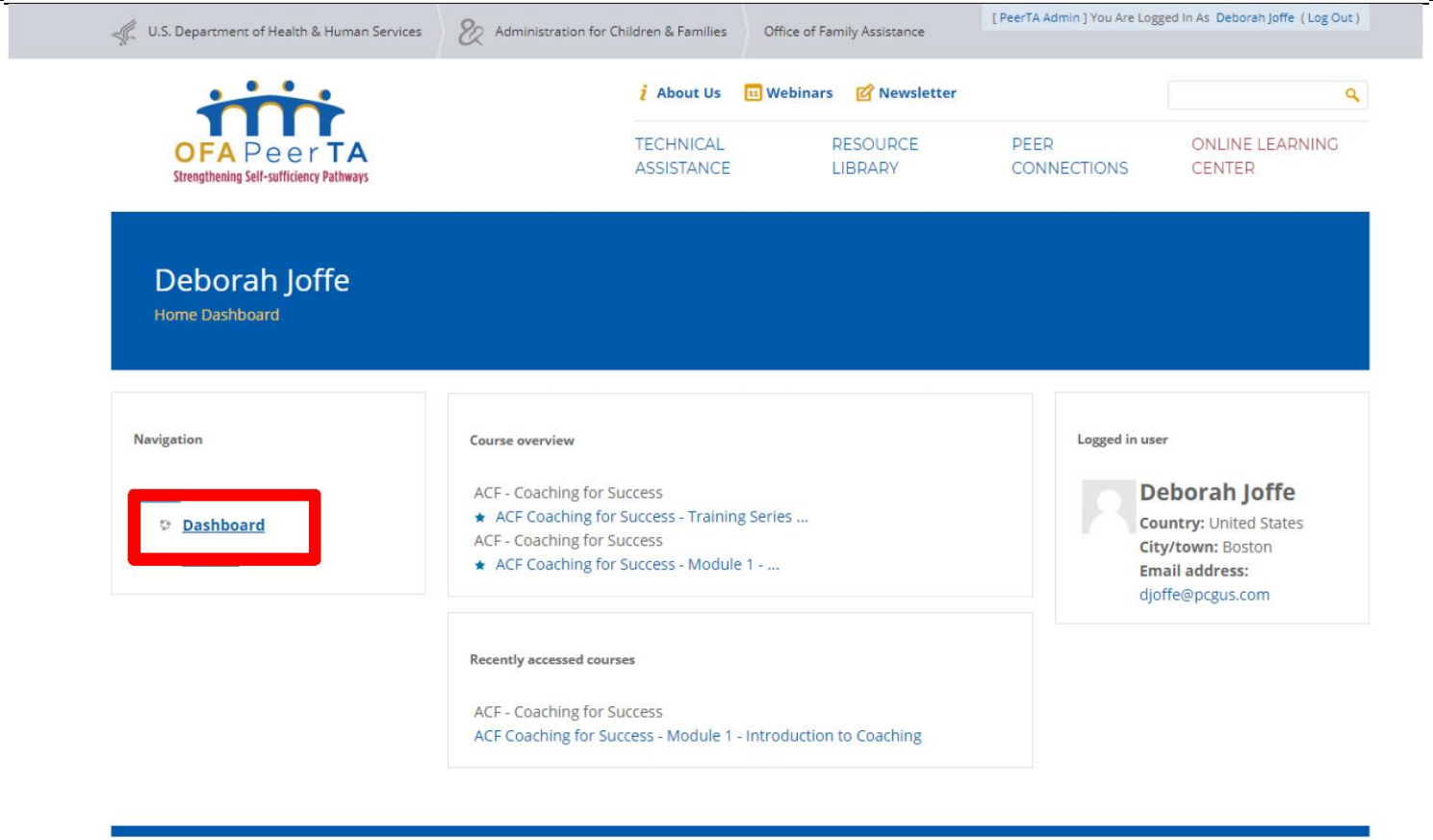
This is the course player. From here, you can:

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!

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.



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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.

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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.

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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.

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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/

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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.

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[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/