

VOLUNTEER COACHING & ADVOCACY:

COACHING PLAYBOOK



STRENGTHENING THE VOICES OF CASA STATEWIDE

TABLE OF CONTENTS

What is Coaching?3

How to Coach Volunteers4

Why Coaching Works6

Coaching Scenarios8

GROW & COIN10



STAY CURIOUS.

WHAT IS COACHING?



| COACHING IS... | COACHING IS NOT... |
|--|--|
| Partnering | Micromanaging |
| Empowering | Defensive |
| A process | A product |
| Modeling desired behaviors | A single approach to supervision |
| A relationship of equals | A hierarchy |
| Understanding volunteer worth | A lack of minimum expectations of service |
| Proactive strength-based perspective | Avoiding conflict |
| Positive, empowering language | Absence of accountability |
| A culture of transparency and mutual respect | Hiding answers or information |
| Guidance and direction | Control |
| Genuine curiosity | Having all the answers |
| Discovering, clarifying and aligning | Directing or influencing |
| Delegating | Passive supervision |
| Reflective listening to understand | Passive listening or listening with intent |
| Solution focused | Barrier focused |
| Having clear goals | A free-for-all |
| Professional and personal development | Exemption from responsibility |
| Collaborative | Competitive |



EMPOWERING QUESTIONS

are open ended and curious. They affirm confidence, trust and ownership in the advocate.

DISEMPowering QUESTIONS

close down possibilities and suppress the advocate's enthusiasm, initiative and performance.

**“A QUESTION OPENS THE MIND,
A STATEMENT CLOSES IT.”**

– ROBERT KIYOSAKI

| TRY THIS... | NOT THIS.. | COACHING CONVERSATION |
|--|---|--|
| Have the volunteer create their own goals | Don't focus only on the case final outcome | <i>What would you like to focus on today/this week/this month?</i> |
| Address behavior | Do not address personality (avoid blaming) | <i>What's preventing you from accomplishing this goal (or task)?</i> |
| Role-play and practice conversations and decisions that could confront the volunteer | Don't direct volunteers about what to say or do | <i>What problems do you foresee?</i> |

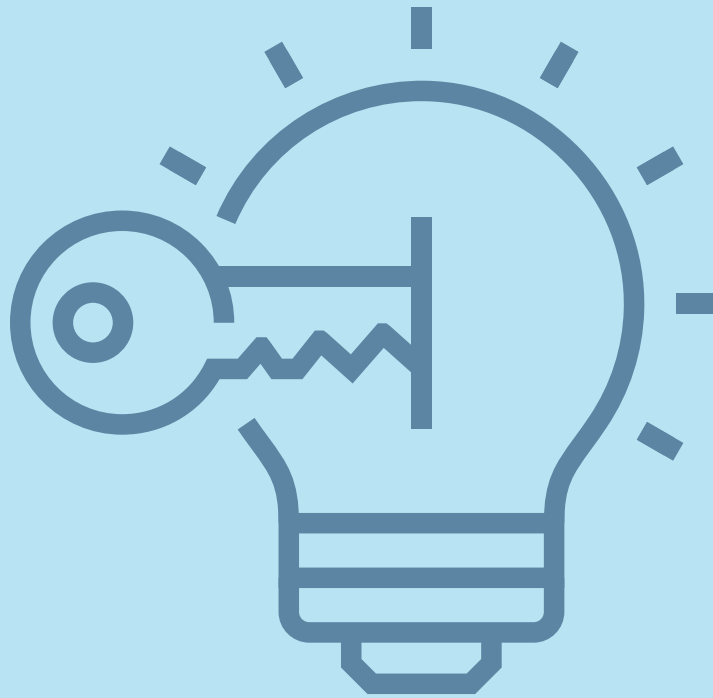
| TRY THIS... | NOT THIS.. | COACHING CONVERSATION |
|---|---|---|
| Connect! Be yourself and give your volunteer the opportunity to do the same | Don't hide how you are feeling | <i>What's draining you?</i> |
| 4:1 honest praise to negative feedback; 8:1 for new volunteers | Don't treat volunteer supervision like a checklist; Don't be insincere | <i>What's been working well?</i> |
| Clearly define expectations | Don't lower expectations or allow biased service | <i>What's a good timeline for getting this done?</i> |
| Encourage research and understanding of the case, resources, relationships | Don't put pressure or stress on yourself to have all the answers | <i>What next steps can you take to find out more?</i> |
| Recognize the fears and blocks that volunteers face and talk about them proactively | Don't skip volunteer evaluations | <i>What problems do you foresee?</i> |
| Ask the volunteer how they would like you to hold them accountable and ask how you can motivate them in supportive ways | Don't do the volunteer's work for them or take on their responsibilities | <i>What would that look like?</i> |
| Intervene early | Don't forget compassion and curiosity | <i>Can you tell me more about that?</i> |
| Know when you may need to directly and unapologetically supervise | Don't be so nice you forget to address problems | <i>What's preventing you from accomplishing the goal (or task)?</i> |
| Ask powerful and open ended questions | Don't assume anything or tell people what to do | <i>How can I support you best?</i> |

WHY COACHING WORKS



WHEN COACHING AND SUPERVISION SUCCESSFULLY COME TOGETHER, WE HAVE GREATER **VOLUNTEER ADVOCACY**, **SATISFACTION** AND **RETENTION**.

| COACHING WORKS BECAUSE... | WE KNOW COACHING IS WORKING WHEN... |
|--|---|
| Coaching offers opportunity for personal growth. | Advocates independently increase learning and service. |
| Volunteers, by nature, appreciate being needed. | Volunteers complete case work and advocacy. |
| The volunteer controls the commitment. | Volunteers set limits and goals for themselves. |
| Human beings seek connections. | Volunteers mentor and connect with staff and other volunteers. |
| Volunteers are more involved in decision-making processes. | Volunteers demonstrate wisdom and effectiveness in their CASA work. |
| Volunteers feel supported. | Volunteers speak up, sharing new and different ideas, issues and goals. |
| Responsibility is shared. | Volunteers surpass minimum expectations. |
| Open discussions and positive approaches support needs. | We see lower volunteer burnout rates resulting from compassion fatigue. |



**COACHING ADVOCATES
USING POWERFUL QUESTIONS
MOVES THE ADVOCATE
FROM A **FIXED MINDSET** TO
A **GROWTH MINDSET.****



1

Advocate is not documenting their advocacy in Optima in a timely manner, and when they do, the documentation is incomplete.

▶ **EXAMPLE OF POWERFUL COACHING QUESTIONS:**

"I hear you saying the month gets away from you and you forget to submit your narrative. What do you think you would find helpful?"

"How can I best support you?"

▶ **EXAMPLE OF DISEMPOWERING QUESTIONS:**

"Why don't you set a calendar reminder?"

"Do you think it's important for you to submit your narratives on time?"

2

Advocate is hesitant to recommend placement with the children's father because the father does not have a car and served time for disorderly conduct many years ago, before having children.

▶ **EXAMPLE OF POWERFUL COACHING QUESTIONS:**

"What would alleviate your concerns?"

"What are the next steps you can take to learn more about the father's situation that concerns you?"

▶ **EXAMPLE OF DISEMPOWERING QUESTIONS:**

"Why are you focused on those issues?"

3

*Advocate is attempting to contact the attorney ad litem,
but the AAL is unresponsive.*

▶ **EXAMPLE OF POWERFUL COACHING QUESTIONS:**

“Can you tell me more about that and the response you are hoping for?”

“What's another way you could approach this?”

▶ **EXAMPLE OF DISEMPOWERING QUESTIONS:**

“Why don't you copy me on your correspondence with the AAL?”

4

You observe the Advocate interrupting at the family meeting multiple times.

▶ **EXAMPLE OF POWERFUL COACHING QUESTIONS:**

“What is really bothering you about what the family was saying today?”

“What problems do you foresee with the family's participation in the case?”

“What would allow you to prioritize listening to the family?”

▶ **EXAMPLE OF DISEMPOWERING QUESTIONS:**

“Why wouldn't you allow the family to speak uninterrupted?”



SET YOURSELF UP TO GROW.

G - GOAL

A specific, measurable endpoint.

Examples:

R - REALITY

The current situation as it is.

Examples:

O - OPTIONS

What are our options?

Examples:

W - WAY FORWARD

The steps you'll take to move forward toward your goal(s).

Examples:

COIN THOSE COURAGEOUS CONVERSATIONS.

C - CONNECT

Appreciate the person for who they are.

Examples:

O - OBSERVE

State what you see and perceive.

Examples:

I - IMPACT

Describe the impact of the situation.

Examples:

N - NEXT STEPS

Agree on a plan for change.

Examples:



STRENGTHENING THE VOICES OF CASA STATEWIDE

©2021 Texas CASA

Texas CASA | 1501 West Anderson Ln. Suite B-2 | Austin, TX 78757

TexasCASA.org/program-portal/volunteer-coaching-advocacy/