



Coaching Leaders to Guide and Support Implementation

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Welcome and Introductions

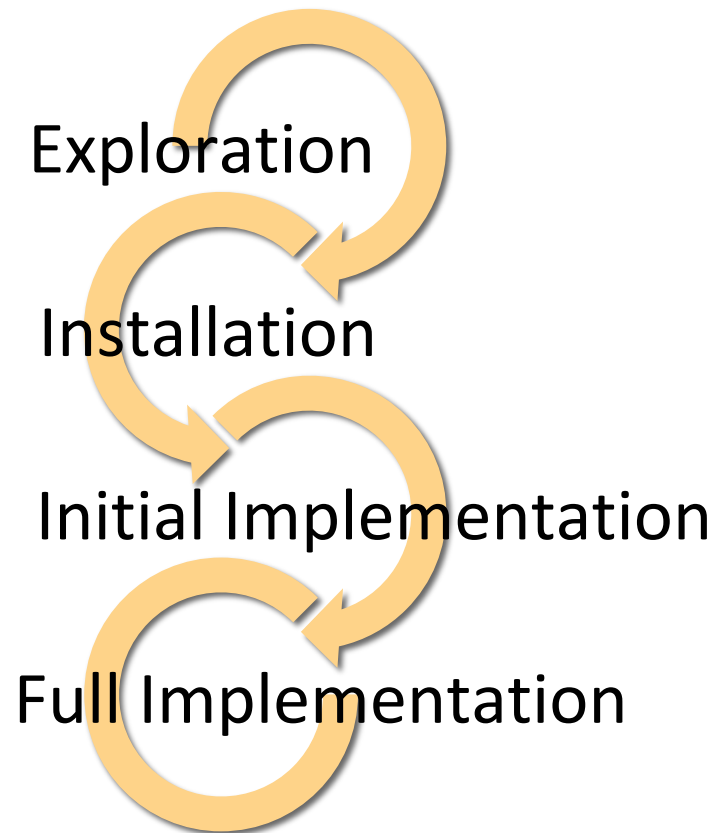
❖ Meet the presenters

❖ Who's in the room today?

Our Approach and Desired Results

- ❖ Clarify the foundational work and the leader's role across the stages of implementation
- ❖ Gain an understanding of the coach's role in working with leaders to promote sound implementation
- ❖ Build knowledge and skills in coaching leaders using a stage-based implementation science framework

Implementation Stages



Benefits of Implementation Coaching

- ❖ Helps leaders to focus, providing them with the time / space to identify areas for growth, integrate new learning, establish clear direction and a pathway forward.
- ❖ Uses a framework (implementation science) that supports leaders as they move their organization through the change process.
- ❖ Offers the opportunity for leaders to “try out” various roles as they move through the stages of implementation.
- ❖ Provides a vehicle to reflect on both the technical work of implementation and the use of adaptive behaviors to address barriers and challenges.
- ❖ Supports leaders’ action oriented engagement in the implementation process, including timely and informed decision-making.

The Leader's Readiness

What does the leader need to know ?	What does the leader need to do?
Basics of Implementation Science	<ul style="list-style-type: none"> ❖ Learn the key activities/milestones for each implementation stage ❖ Learn drivers and how they promote effective implementation
Organizational Context	<ul style="list-style-type: none"> ❖ Assess organizational climate, degree of change saturation, workload, stakeholders collaboration and outcome data
Organizational Capacity	<ul style="list-style-type: none"> ❖ Explore organizational resources, implementation capacity, workforce competency
How does the coach guide and support the leader?	
<ul style="list-style-type: none"> ❖ Encourage focus and finding space for learning and discovery ❖ Frame language to promote usage of implementation science concepts ❖ Promote data informed assessment ❖ Hold space to explore impact of discovery, prevent moving to early solutions 	

Exploration

The Work	The Leader's Role
<ul style="list-style-type: none">• Define the problem / conduct root cause analysis• Identify potential interventions, assess fit and feasibility• Develop or select the intervention• Develop a theory of change	<ul style="list-style-type: none">• Ensure team engages in robust, data-informed root cause analysis• Engage diverse array of stakeholders• Establish a sense of excitement and urgency
The Coach's Role / Focus	
<ul style="list-style-type: none">➤ Invite the leader to assess their knowledge and experience with implementation science➤ Explore the leader's understanding of the problem, the causes and potential interventions➤ Examine leader's beliefs about what it takes to bring about change in an organization➤ Discover the leader's approach to engaging others in the change process➤ Engage the leader in reflection on behaviors to promote engagement and a sense of urgency	

Installation

The Work	The Leader's Role
<ul style="list-style-type: none">• Assess staff /organizational capacity and readiness• Build a strong and diverse implementation team• Develop an implementation plan• Adjust / align internal administrative systems and protocols• Build /enhance the skills of front-line staff and their supervisors	<ul style="list-style-type: none">• Allocate or secure resources, e.g., time, staff, \$\$• Demonstrate strong understanding of selected intervention• Demonstrate leadership commitment and priority to all staff and stakeholders• Clarify decision making authority

The Coach's Role / Focus
<ul style="list-style-type: none">➤ Have the leader reflect on ways to enhance their comfort/competence with the intervention➤ Ask the leader to reflect on how their role is changing as the project moves from exploration to installation➤ Explore the leader's intentions around providing resources to support the project➤ Help the leader to consider specific behaviors that would demonstrate commitment to the project's staff and stakeholders➤ Invite the leader to explore their level of trust and willingness to share decision-making

Initial Implementation

The Work	The Leader's Role
<ul style="list-style-type: none">• Staff begin providing new intervention to families/ children / youth• Monitor fidelity to intervention design and adjust implementation supports / strategies accordingly	<ul style="list-style-type: none">• Smooth the awkward transition to new practice• Ensure internal and external feedback loops are in place and working• Bust emerging barriers in a timely manner

The Coach's Role / Focus

- Guide the leader to assess the progress of implementation, identify gaps and use data to guide adjustments / decisions
- Help the leader consider how feedback loops need to be tested by the implementation team, promote effective communication of progress
- Explore with the leader ways to promote responsiveness in addressing implementation barriers
- Process with the leader the pressures to push for “quick fixes” or modify the intervention

Full Implementation

The Work	The Leader's Role
<ul style="list-style-type: none">• All staff are using the new intervention as a matter of routine• Monitor fidelity to intervention design and adjust implementation and/or intervention design, accordingly• Evaluate effectiveness	<ul style="list-style-type: none">• Ensure evaluation of implementation quality and outcomes• Engage internal and external stakeholders in deciding whether / how to sustain, adjust or end• Integrate into agency's routines• Resource sustainability
The Coach's Role / Focus	
<ul style="list-style-type: none">➤ Urge the leader to stay in tune with evaluation data➤ Guide the leader to develop ways to effectively communicate the outcomes that have been achieved➤ Help the leader to reflect on strategies to promote integration into the organization's operations➤ Ensure the leader stays connected with stakeholders to assess a path forward to sustainability➤ Explore how the leader will advocate and plan for resources that can sustain the intervention	

The River that Runs through Implementation Stages

- ❖ Manage the people side of the work as their roles and responsibilities shift
- ❖ Ensure that adjustments made to respond to changes in the organization's context align with implementation goals
- ❖ Use data measures as they evolve from process to output to outcome

Coaching Demo: Exploration

Susan is the Director

Cathy is the Coach

This is the first conversation about exploration. The coach and director have met about readiness and discussed the director's knowledge of implementation science.

Observations on Coaching Demo

- How did the coach explore the work involved in the exploration stage with the leader?
- How did the coach guide the leader to focus key leadership actions for the exploration stage?
- How did the coach help the leader assess their strengths and weaknesses?
- What additional observations did you make?

Coaching Practice

1. Read the scenario and plan for coaching conversation
2. In pairs:
 - Round 1
 - Choose who will be the Coach and who will be the Senior Leader
 - Conduct a coaching conversation
 - Round 2
 - Find a new partner and switch roles
 - Conduct a coaching conversation
3. Reflect on coaching conversations
4. Full group debrief

Taking it Back Home

❖ What opportunities do you see to use your coaching skills to support leaders implementing change in your organization ?

Feedback

- ❖ What worked well for you today in the workshop?
- ❖ What else would have been helpful to you?

Contact us!



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