



Organizational Coaching

Designed and Developed by the Los Rios Community
College District Government Training Academy



Coaching From the Government Training Academy (GTA) Fosters Positive, Systemic Transformation of Leaders and Organizations

The GTA's organizational coaching services are designed specifically for executives, managers and supervisors within your organization who want to enhance their leadership and communication skills, cultivate organizational change, and manage teams more effectively.

Our team of highly experienced coaches are organizational development professionals and trainers who have many years of experience working with government agencies at the state and local levels. Our coaches can help your management team with the following:

- Clarifying and establishing attainable goals and objectives
- Working towards outcomes that improve organizational performance
- Mastering an enhanced ability to communicate, including managing conflict
- Identifying methods and measurements for accountability
- Enhancing personal leadership capabilities, including engendering trust
- Enhancing team collaboration and engagement
- Developing an organizational culture of coaching

“Coaching helps another person find out the best way to achieve his or her goals, build skill sets or expertise, and produce the results the organization needs.”

Blessing White
International Coaching Federation

For more information contact:

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Coaching Defined

The International Coaching Federation (ICF) defines coaching as “*partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential*”. Blessing White takes this definition one step further and defines coaching as “*helping another person find out the best way to achieve his or her goals, build skill sets or expertise, and produce the results the organization needs*” Blessing White, 2009. These quotes were taken from a 2012 book published by the ROI Institute, *Measuring the Success of Coaching*. It turns out that in addition to these results above, coaching has now been proven to have an impressive return on investment. **All GTA coaches are certificated by the ICF.**

Our Process

Our approach recognizes that coaching is a unique process that differs from advising or consulting; it is based on accessing the coachee’s inner wisdom, motivation, problem-solving, and decision-making skills.

This is accomplished by:

- Asking powerful questions
- Articulating well-formed desired outcomes
- Identifying resources and barriers
- Specifying actions
- Monitoring progress and holding the coachee accountable for results

Our coaching process is based on best contemporary coaching practices and includes articulating well-formed desired outcomes, identifying resources and barriers, specifying actions, monitoring progress, and holding the coachee accountable for results.

Through this process, the coachee will not only discover ways to address one or more areas of development (competencies identified and chosen from the assessment), but also strengthen their overall executive and managerial self-awareness. Finally, they will increase their powers of inquiry to bring out the best in others and in working teams, an essential skill for today’s highly complex and demanding work environments.



“A culture of coaching is not about having 25 certified coaches in an organization, but about having leaders who are willing to adopt new behaviors. Leaders who are coach like, who are curious, who understand the power of asking questions before giving advice, have the skills to steer a conversation towards a deeper understanding of people and issues.”

Bruce Winner
Organizational Coach and Trainer

GTA COURSES to Build a Culture of Coaching in your Organization

Build a Culture of Coaching: One Leader at a Time

4 - 16 Hours

OVERVIEW

The benefits of coaching are many; 80% of people who receive coaching report increased self-confidence, and over 70% benefit from improved work performance, relationships, and more effective communication skills. 86% of companies report that they recouped their investment on coaching and more (source: ICF 2009). But you don't need to spend hundreds of hours and become a certified coach in order to become more coach-like in the way you lead and manage others. What you do need is an understanding and mastery of some powerful coaching behaviors. With mastery of relatively few coaching techniques, you can tap into the power of having motivated employees who are your empowered partners, rather than your reports. When you coach instead of tell or micro-manage, you will save time and see productivity and quality increases. Coaching is the leadership superpower you and your organization can't afford to ignore.

Objectives

Upon completion of this course, participants will be able to:

- Demonstrate the power of coaching to motivate and empower those you supervise
- Master the art of asking powerful and nuanced questions to
- Discover how a moment of waiting and being curious can open doors to deep insight
- Practice up to 14 relatively simple ways to open a coaching conversation, get to the root of an issue, deal with difficult situations, and much more

Audience: This course is for executives, managers or supervisors who wish to increase their leadership effectiveness through the adoption of more coach-like behaviors



The New Supervisor's Coach: The Top Three Priorities for Every Supervisor

1 Day

OVERVIEW

The responsibility that comes with being a new supervisor can be daunting. When you add to that the complexities of a 21st century organization, today's do-more-with-less environment and a constant stream of employee issues, it's no surprise that new supervisors feel overwhelmed. Where do you begin? What are your priorities? Where does coaching fit in?

The leader who can successfully coach employees will generally get much better results than one who does not because it's a more collaborative relationship. When applied to the workplace, this course can create a team culture that is less directive and more empowering.

All participants will receive a copy of *The New Supervisor's Coach*, written by Dennis Wade and Tyler Wade.

Objectives

Upon completion of this one-day course, participants will know how to:

- Distinguish between coaching and managing
- Decide when and when not to coach
- Use a 4-step model for coaching employees
- Guide employees, rather than direct, through five opportunities for coaching
- Develop employees by empowering them
- Build rapport and trust to pave the way for coaching



Government Training Academy

Custom training division of Los Rios Community College District

**For pricing and a custom organizational coaching proposal
tailored to your specific agency needs, please contact:**

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Our Coaching Team Profiles and Bios

Melissa Fish

Program Director

Melissa Fish is the Program Director and offers over 25 years' experience in performance consulting and business education working at entities such as Franklin Templeton Investments, American River College, and private small businesses. In addition to her training and organizational development experience, she earned her Master's in Business Administration with a concentration in Human Resources Management. Melissa is committed to supporting clients by engaging in active collaboration to build quality instructional programs and coaching which will create opportunities for success, develop competencies, improve performance indicators, promote equity and inclusion, and gain trust.



Melissa has partnered with organizational leaders from both the private and public sectors to develop strategic goals, outline succession plans, set priorities, and align human talent to surpass expectations. Melissa's specialties include leadership development, effective communication, talent management and coaching, organizational alignment, employee engagement, program design and facilitation, change consulting, project management, and team effectiveness. She also offers experience in diversity, equity, and inclusion work to improve cultural competence, enhance transparency, build opportunities, and drive progress.

Melissa will approach your needs through a global perspective and cultural filter. She is passionate about building the perfect project plan that translates a strategic vision into practical action plans for positive impact. She has a long track record completing projects on time and on budget while producing measurable return on your training investment.

Melissa Fish

Program Director

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Our Coaching Team Profiles and Bios

Kimberly Geil

Coach

Dr. Geil is the founder of Coaching Heights, a coaching business that specializes in helping people make their jobs better using the science of job crafting. As both an ICF-certified coach and a certified Optimize coach, she is committed to continually improving her own protocols and empowering others to do the same. She helps people integrate ancient wisdom, modern science, practical tools and the Fundamentals of Optimal living – eating, moving, sleeping, breathing, focusing, celebrating and prospering – into their work and relationships. She is passionate about building community and helping people optimize all facets of their work, relationships and day-to-day lives.



Dr. Geil is based in Sacramento, California, where she does executive coaching, training, facilitation, curriculum development, editing and more for various state agencies. She spends her summers in Grand Teton National Park, Wyoming, where she facilitates soft skills and leadership training for the 70+ guides at Exum Mountain Guides.

She has a BA in sociology from Stanford University and received her doctorate in educational psychology and research on teaching from the University of Colorado at Boulder in 2011. Her research focused on burnout and engagement among teachers and transformative professional development opportunities.

Antoinette Joy

Coach

Antoinette is a leadership coach with over 20 years' experience creating and maintaining healthy work environments. Antoinette's accomplishments include influencing and supporting employees and organizations to achieve their unforeseen highest potential through coaching, enhancing organizational culture, designing training and recognition programs, and partnering with executives on strategic initiatives. She has coached all levels of staff within organizations and state agencies, including new supervisors, department leaders and executives.



As an independent training consultant, she designs and delivers impactful, applicable on-site and virtual courses. Working extensively with Los Rios Community College District's Government Training Academy, UC Davis' Continuing and Professional Education HR Program, CPS HR Consulting, and more, she continues to receive accolades for educating while keeping attendees engaged and empowered to apply course content. Her curriculum is vast and includes coaching, leadership development, communication skills and talent management.

She holds a Professional Human Resources (PHR) certification and Society for Human Resource Management Certified Professional (SHRM-CP) certification. She has a bachelor's degree in business administration and human resources from California State University, Sacramento.

Our Coaching Team Profiles and Bios

Nick LeForce

Coach

Nick is president of Inner Works, established in 1992, a coaching and training company located in Northern California that provides training and executive coaching services to businesses as well as personal coaching services to individuals. He holds undergraduate degrees in psychology and social welfare and a master's degree in rehabilitation administration. Nick is certified as a trainer of neuro-linguistic programming and is an active member of the International Association for Generative Change (IAGC).



Nick has designed and delivered coaching certification programs internationally, and he has been a key member of the core staff of trainers for the ICF Certified Coach Training programs offered through the NLP Institute of California and the Academy of Leadership Coaching and NLP from 2002 through 2016. In 2010, Nick designed and delivered the coach training program for the core trainers in the Government Training Academy of the Los Rios Community College District. He has authored 12 books, including co-authoring *Powerful Questions and Techniques for Coaches and Therapists* with Tim and Kris Hallbom.

Jannene Litchfield

Coach

Jannene is the president of Best Coach for You, providing leadership and career coaching for professionals. As a certified coach, she uses reflection, exploration and accountable goal setting to help clients embrace their potential. She helps professionals identify their strengths and opportunities for development, and create better integration with career and personal life, resulting in greater personal and professional happiness.



Jannene is an International Coaching Federation–certified coach and utilizes a variety of assessments, such as Leadership Practices Inventory, Elevations, StrengthsFinder, DiSC, Myers-Briggs and Thomas-Kilmann instruments. These assessments help leaders and professionals receive feedback to gain clarity in their professional development plan.

In her roles as the vice president of human resources for Schools Federal Credit Union and director of human resources for Verizon Wireless, Jannene led the talent management and human performance side of the businesses. She continues to coach and teach leadership classes for Los Rios Community College District and California State University, Sacramento, and is also a fellow coach at Better Up.

She earned a Bachelor of Business Administration from Texas Tech University and an MBA from National University. Additionally, she has earned her Senior Professional in Human Resources (SPHR) and Associate Certified Coach (ACC) certifications.

Our Coaching Team Profiles and Bios

Michelle Schmitt

Coach

As a leadership consultant and coach, Michelle has spent her nearly 30-year career dedicated to public service with the state of California. She is passionate about bringing the best practices of servant leadership, healthy workplace cultures and personal development to state service. Her ultimate goal has always been to improve the lives of the neediest citizens in the community as well as the lives of those serving them. As the chief of organizational capacity and workforce management, she was pivotal in getting state government to recognize the imperative to create healthy, sustainable organizations: places people come, stay, serve with excellence and thrive both personally and professionally.



Michelle is certified as both an integral and somatic coach working with individuals to unleash their gifts and potential: serving her clients in seeing and growing themselves as well as their organizations, thereby creating wholeness and sustainable leadership excellence. She is a collaborator, facilitator of dynamic dialogues and trainer. She co-creates communities of excellence by partnering with leadership and all members of the organization to innovate workplaces that invite people to bring their gifts to serve a greater purpose as well as the bottom line.

Dennis Wade

Coach

Dennis has provided employee coaching services to a variety of large and small organizations in both the private and public sectors, including Intel, DuPont, Art Institute, Caltrans, CalHR, Trinity Technology Group, DBI Beverage, California Department of Insurance and California Department of Water Resources. Coaching topics include employee and executive performance, management skills, leadership development, presentation skills, interpersonal communication and anger management, among others. A graduate of UC Davis, he also holds a master's degree in organization development from the University of San Francisco and a coaching certification from Government Training Academy.



Dennis is co-author of *The New Supervisor's Coach: A Guide to the Top Three Priorities in Your New Position*, which has been well-received in public and private sectors and has been used as a textbook at three colleges. He also co-authored the companion book, *The New Supervisor's Coach Personal Workbook*.

Our Coaching Team Profiles and Bios

Bruce Winner

Coach

Bruce is the founder and past director of the Los Rios Community College District Government Training Academy and the GTA's Coaching Group. Bruce has led many large-scale organizational coaching programs for California state agencies. For 22 years he led the GTA's results-oriented group of trainers, coaches and consultants. He believes that managerial-level coaching is one of the most powerful tools available for empowering individuals and driving organizational performance.



In 2010, Bruce completed the 108-hour Neuro-Linguistic Programming (NLP) Coaching Course, sponsored by Los Rios' Government Training Academy, and he is currently pursuing an additional coaching certification from the International Coaching Federation (ICF). He holds an MBA from the University of California, Davis.

Bruce began his training career in West Africa and spent six years there as an agricultural extension agent and project manager for the Peace Corps and USAID. While there, he promoted oxen as an intermediate technology development solution. Bruce was the founder and president of the American Brewers Guild, the nation's first brewing school for the brewpub and microbrewing industry, and worked for several years for University Extension, UC Davis, managing training initiatives in business, food science and agriculture.

About the Government Training Academy at Los Rios Community College District



The Los Rios Government Training Academy (GTA) is the largest provider of customized training and organizational coaching to public agencies in greater Sacramento. The GTA is a proven partner with government, leading the way in meeting the unique needs and workforce challenges of state, county, and city government.

We specialize in problem solving, critical thinking, and decision-making training that enhances the skills of professionals in the public sector. In addition, we have developed a specialty practice area that takes findings from the social and behavioral sciences and leverages them into practical, results-oriented training programs. During those training programs, participants gain skills such as "how to influence and persuade", which is especially useful for managers who want to leverage new ways to encourage and foster positive behavior in their team members.