

A photograph of a person's hand reaching out to touch a window. Inside the window, a young child is visible, also reaching out. The scene is set against a blue background with a yellow horizontal stripe.

Coaching for Social Change: Connecting the Social Work and Coaching Worlds

World Social work Day Theme
Co-building a New Eco-Social World:

Leaving No One Behind

Dr. Suzanne Triggs

UKRAINE HUMANITARIAN APPEAL

PLEASE DONATE NOW.
DEC.ORG.UK



DISASTERS
EMERGENCY
COMMITTEE



The UK Government will match pound-for-pound up to £20 million donated by the public to this appeal.



Photo: Michael Kappeler / dpa

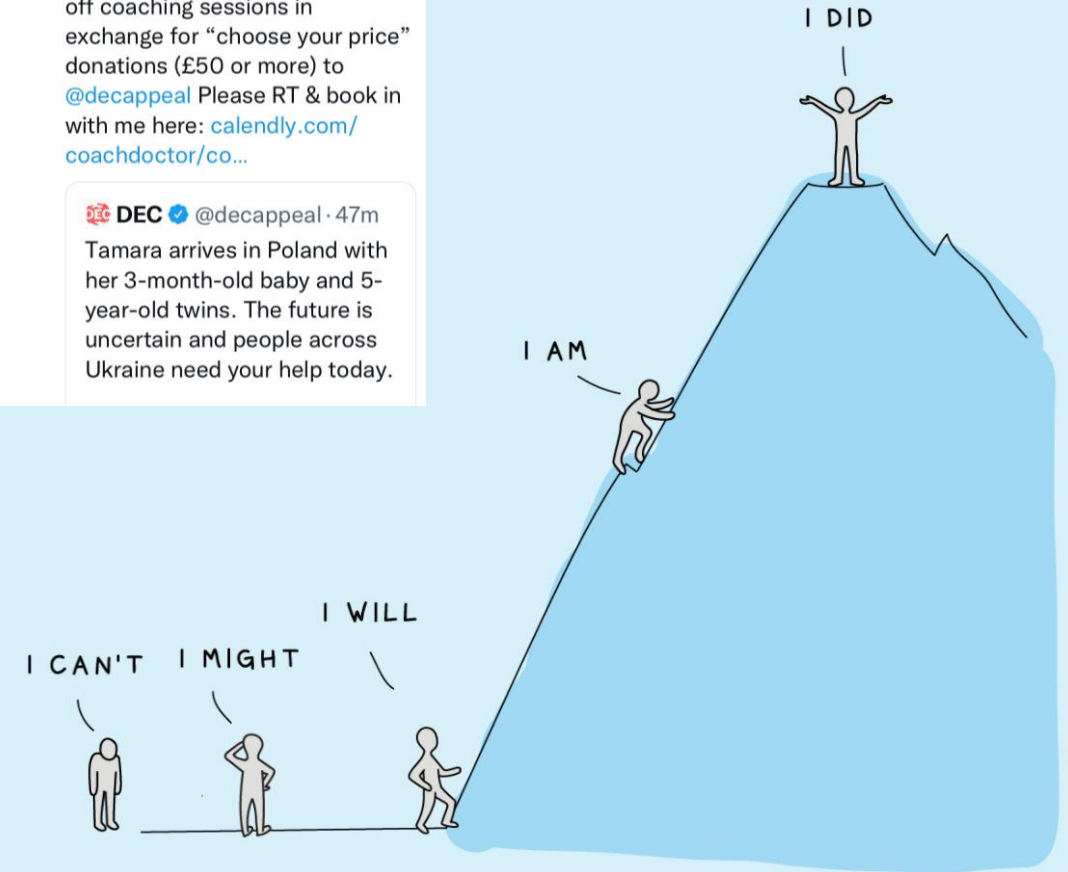
Coaching For Ukraine



Dr.Suzanne Triggs @Tri... · 2m ...
I want to take action to help support the Ukrainian people. Personal development [#coaching](#) is what I do - so I'm offering one-off coaching sessions in exchange for "choose your price" donations (£50 or more) to [@decappeal](#) Please RT & book in with me here: [calendly.com/coachdoctor/co...](#)

DEC @decappeal · 47m

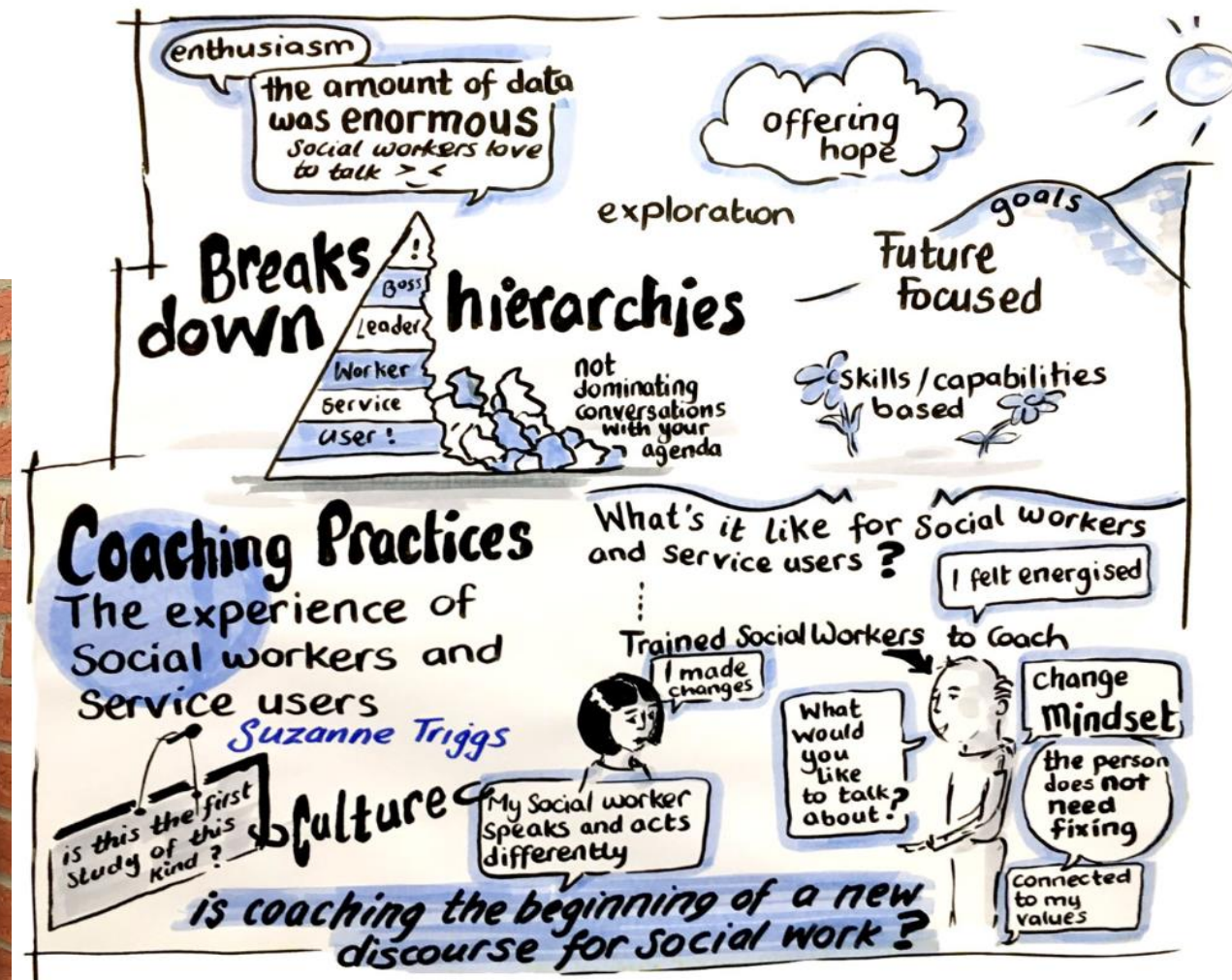
Tamara arrives in Poland with her 3-month-old baby and 5-year-old twins. The future is uncertain and people across Ukraine need your help today.



LIZ FOSSLIEN



A Coaching Approach for Social Work based on **Real World** Research & Practice Experience

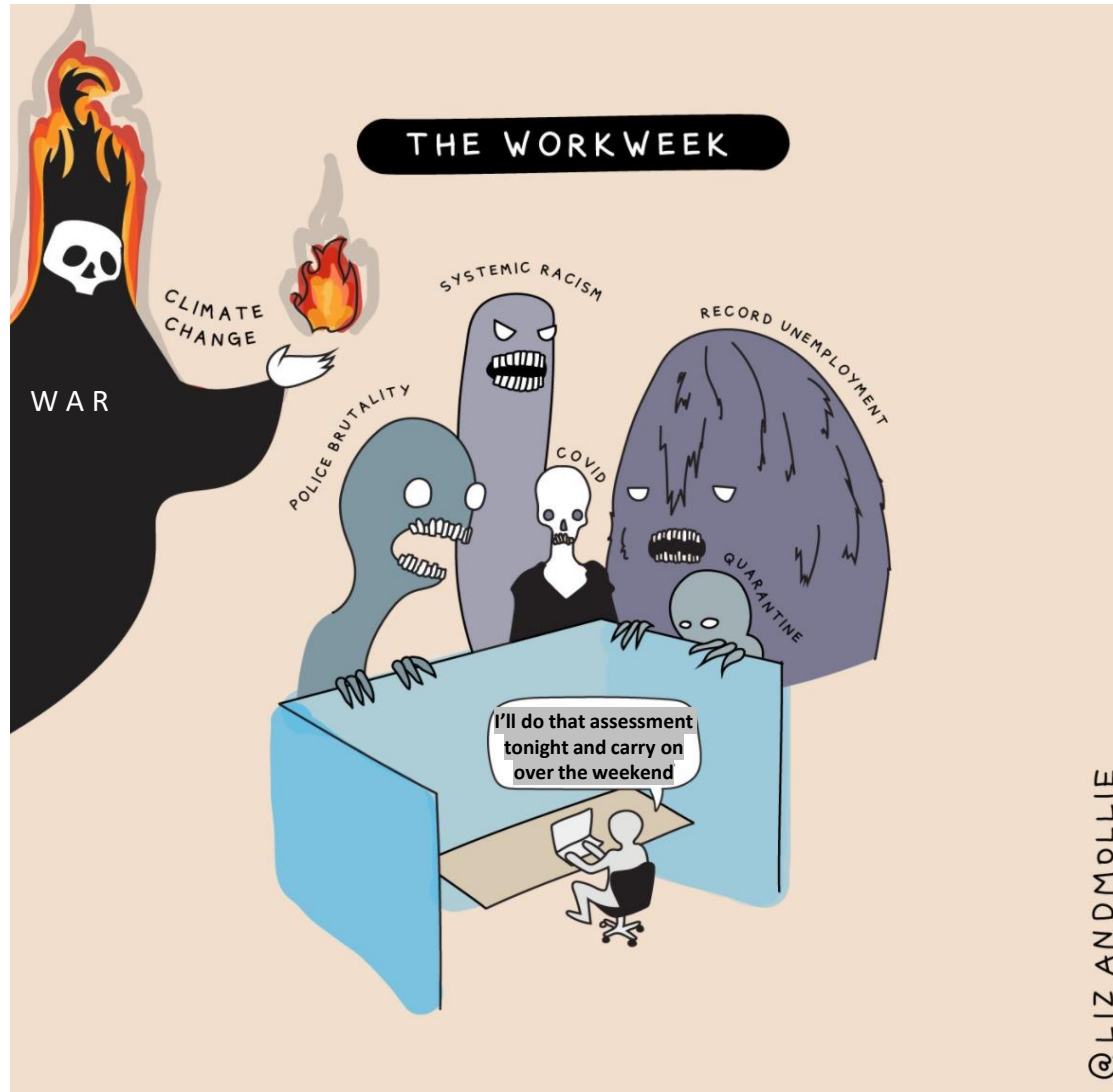


Winner of First Ever Coaching
for **Social Good** Award!

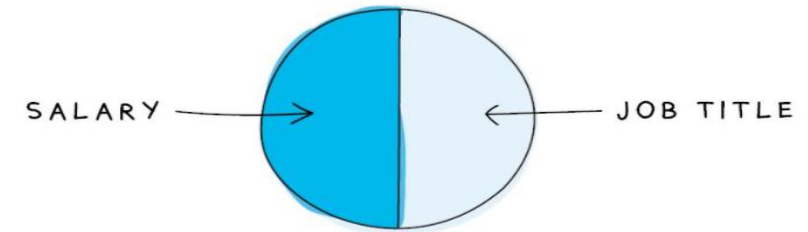


2020 . . . 2022 . . .

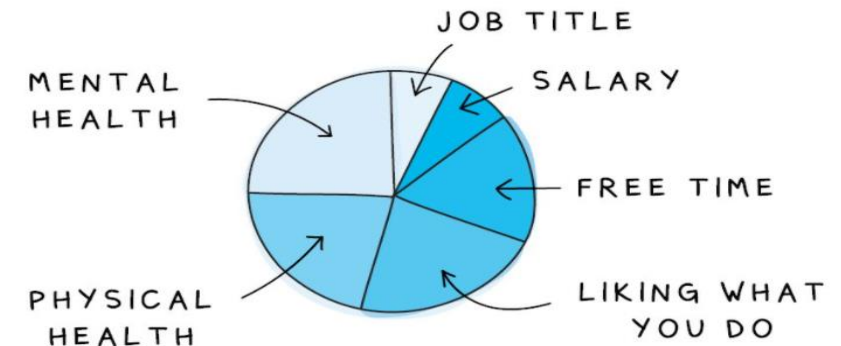
Life Work Balance: In the post covid, crisis ridden, war torn, recessionary, climate anxious, hybrid world we won't get quality work from people struggling with quality of life



HOW WE'RE TAUGHT TO
MEASURE SUCCESS



A BETTER MEASURE





Covid Struggles: Coaching Snap Shot:



IMPORTANT LINES TO DRAW

"I NEED SOME
ALONE TIME"

"I CAN'T TAKE THIS
ON RIGHT NOW"

"I AM ALLOWED TO
FEEL FEELINGS"

@LIZ AND MOLLIE

- Decrease in motivation
- Decrease in confidence
- Apathy about learning
- Isolation: placements whilst working from home
- Burn out and feelings of anxiety, overwhelm
- Mental depletion
- Emotional exhaustion
- Fatigue and languishing
- Difficulties with psychological boundaries (being a new student, manager, ASYE, being care experienced)
- Overworking due to over accessibility
- Long Covid – brain fog, reduction in stamina & resilience
- Imposter phenomenon

Different **Practitioner** Stance: Expert Versus Egalitarian

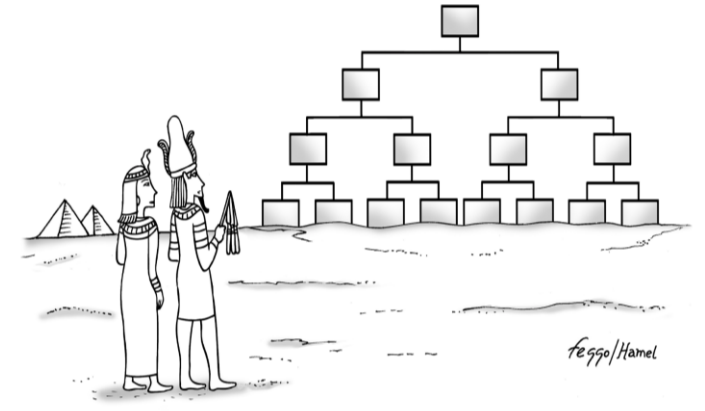
People are **Thinking Equals**

‘We’ creation

You

Coach

Your role: Coach, listener, provider of a **thinking** environment



"I think it's some kind of tomb."

©Gary Hamel. All rights reserved.

Not your role:
advisor, counsellor,
guide, tutor,
teacher, therapist,
problem solver,
fixer



Let it Go, Let it Go . . .

- You are not there to come up with solutions or to lead: **the agenda is led by the coachee**
- Solutions are **discovered** and **owned**, not 'taught'
- Be **open** to what is **unfolding** in the coaching conversation
- You are there to manage the relationship and the coaching conversation **in the service of the coachee**
- The brain that contains the problem usually contains the solution: **trust your coachee** to tap into their own resources



You are not there to be wise – you are there to help the coachee better understand themselves and to take personal responsibility

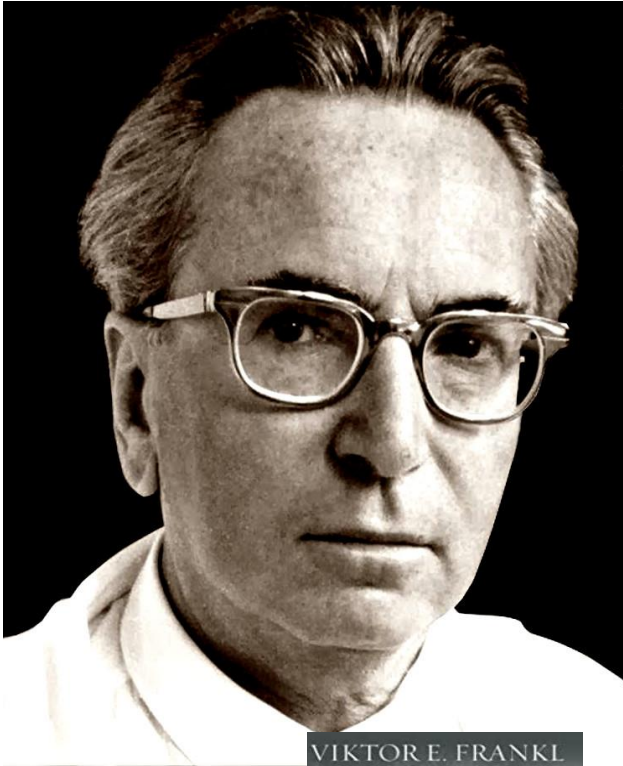


An **energizing** & optimistic Relationship

- A connection that leaves you feeling alive, uplifted, cared for
- Conveys a sense of hope (optimism & self efficacy) instils confidence
- Inspires growth, learning and change, motivation to keep trying
- Fosters initiative, gives people the space to reveal parts of themselves that unfulfilled, unrealized or unspoken of

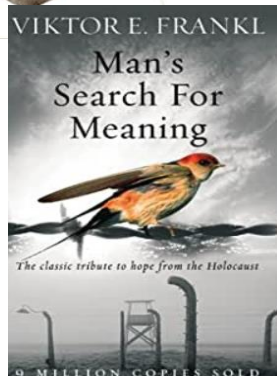


“When We Can no Longer Change a Situation, We are Challenged to **Change Ourselves**”

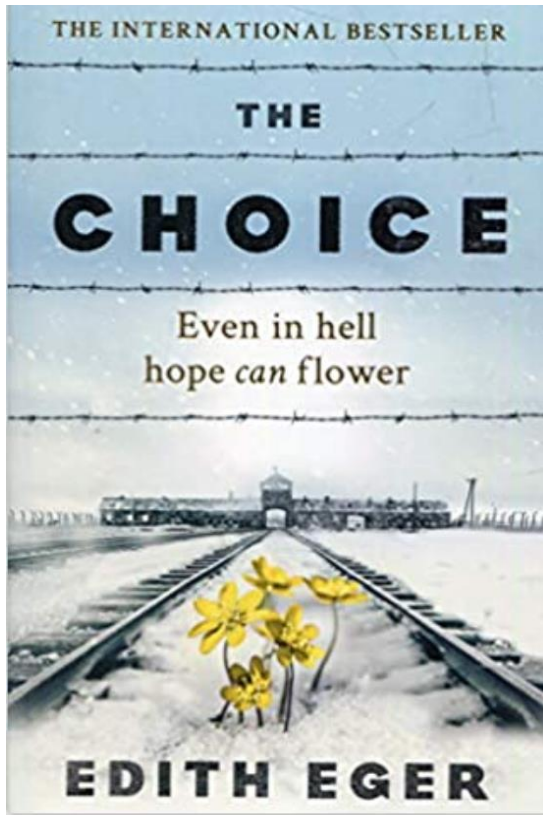


“Everything can be taken from a man but one thing: the last of the human freedoms—to choose one’s attitude in any given set of circumstances, to choose one’s own way.”

Viktor E. Frankl



Spirit of Coaching: Recognising our **Choice**



Encourage:

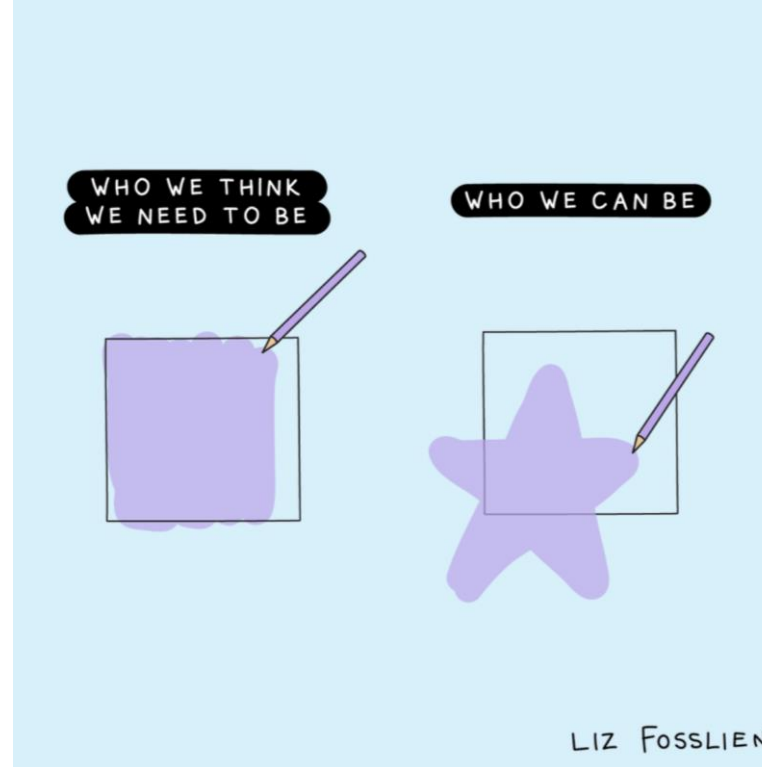
- Self compassion
- Self belief
- Self efficacy
- Hope

Post Traumatic GROWTH is the difference between surviving and thriving
Finding purpose & meaning is the primary driver



Re-frame Reality: Create a New Story of **NOW**

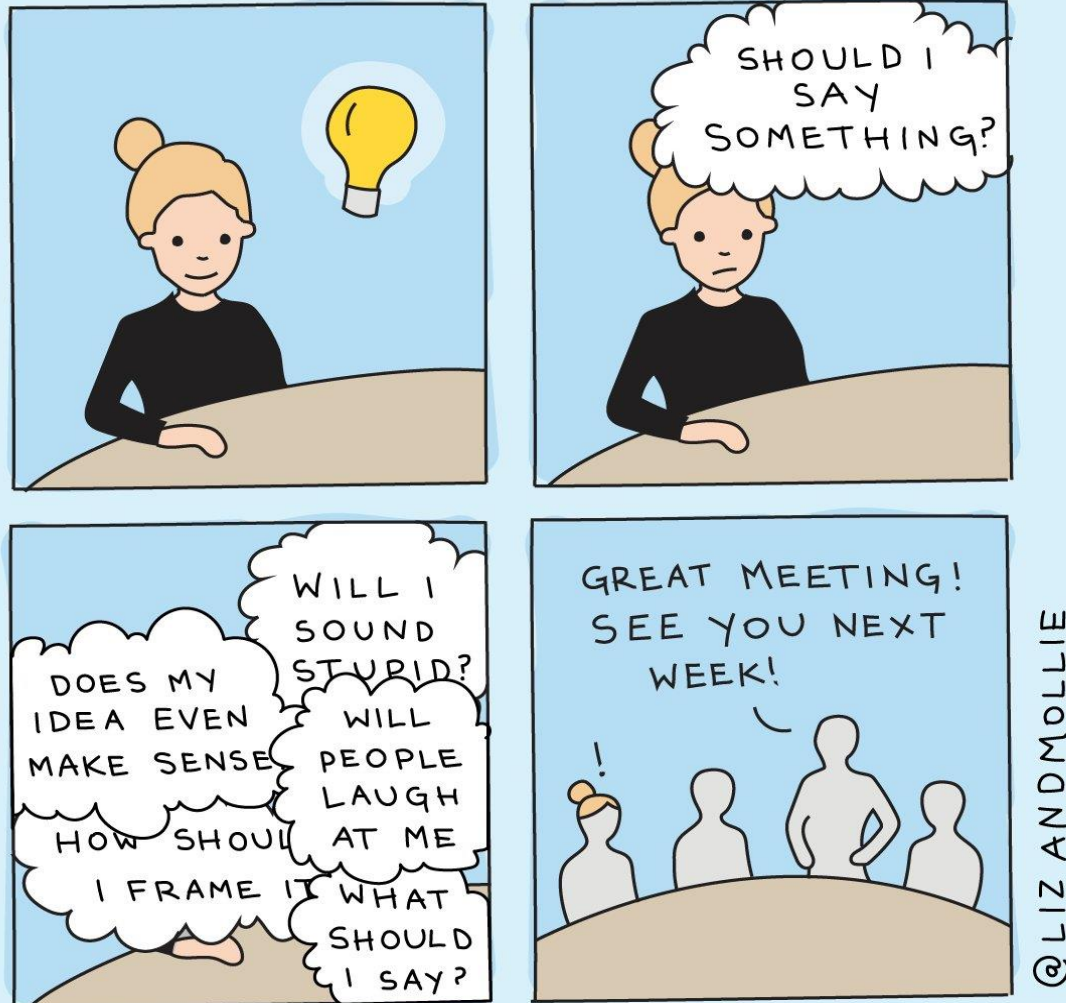
Emancipate coachees from tired, old narratives: empower them to positively reclaim ownership of their self stories



Create and tell new, more liberating energising stories of now, where they get to tell the ending



THE ABSENCE OF PSYCHOLOGICAL SAFETY



A Thinking Environment: A **Containing** Space

- The quality of attention we provide is catalytic, dignifying - and says 'you matter'
- If we want to improve action, we first have to improve thinking
- Create the conditions that enables people to think for themselves; to have an internal experience **where they find their own ideas first – you are a confidential thinking partner**

Are you really willing to do less telling & deciding and to invest **time** in developing someone's autonomy?



Take up Less Airspace



- The 80-20 rule: as a coach aim to speak only 20% of the time



- **W-A-I-T = Why Am I Talking?**



The Coaching **Path**



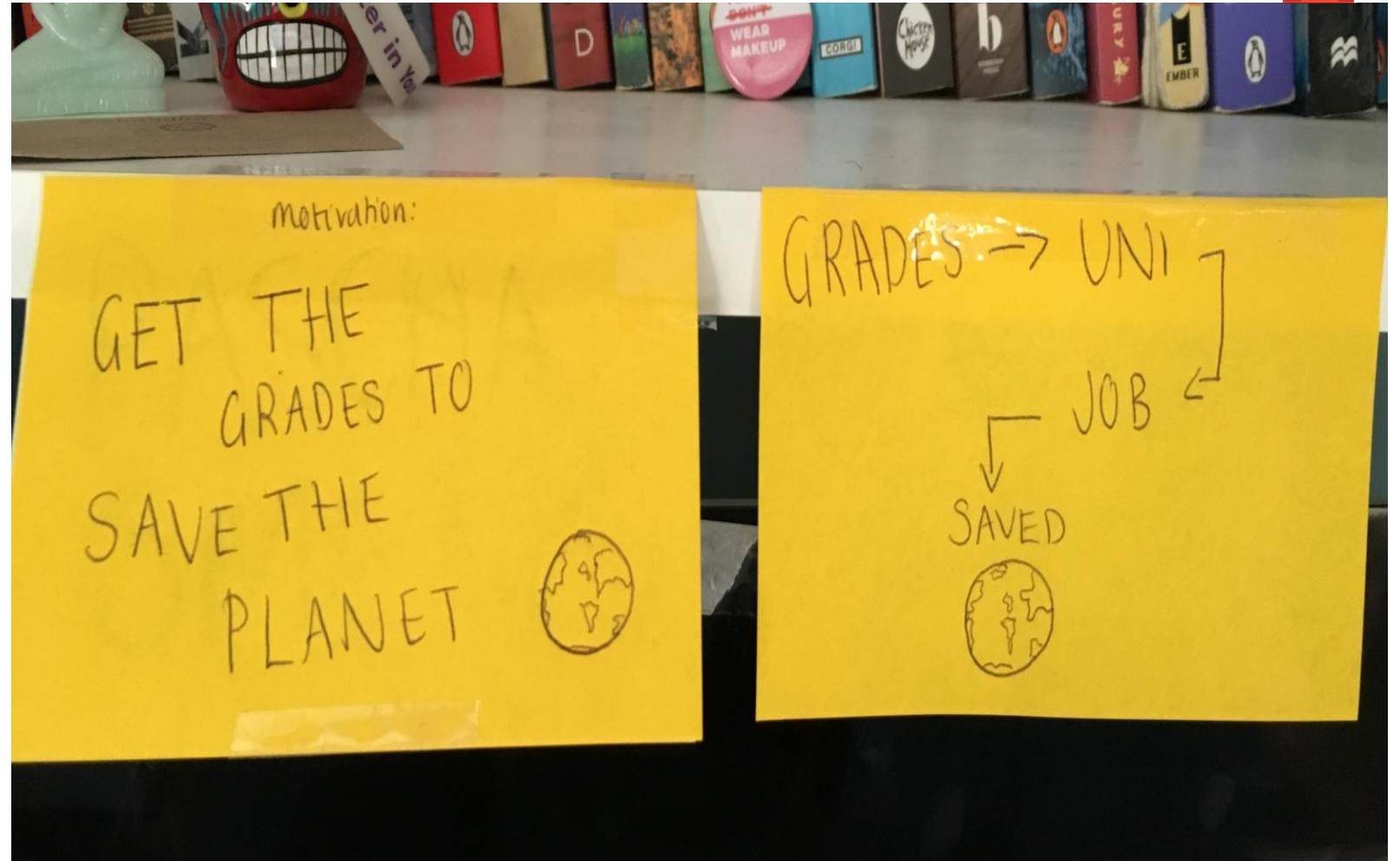
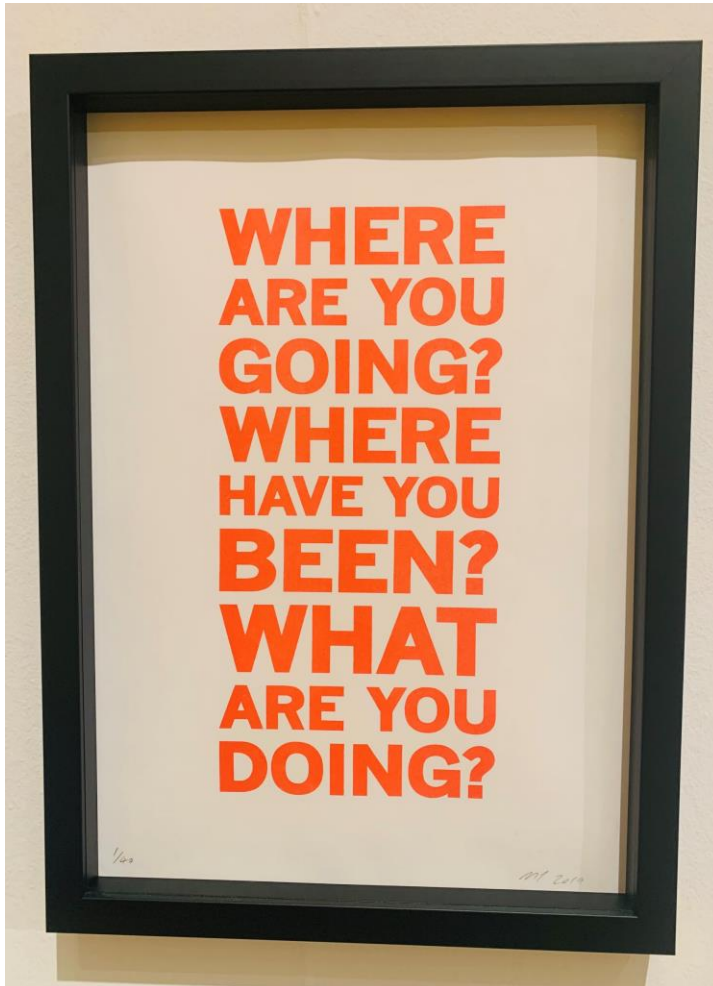
Identify an
outcome

Explore what
needs to be
resolved

Commitment to
an achievable
next step



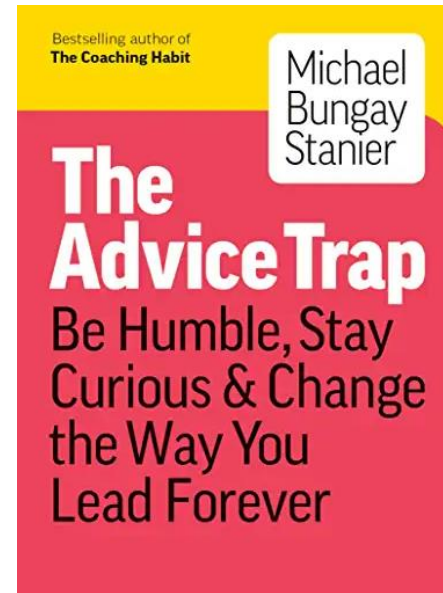
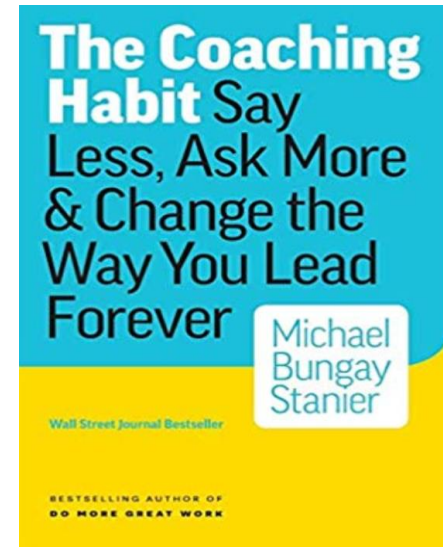
Importance of Self Determined Goals



Specific 'approach' goals inspire us, mobilise agency, hope, direction and shape behaviour

Ask Don't Tell: Powerful Coaching Questions

- What do you want?
 - How much energy are you going to need to pursue this goal?
 - What might you need to give up or no longer do to get what you want?
 - What will you achieve if you make no change/do nothing?
 - How can you enjoy the process of making changes you want?
 - If you had no fear what would you do?
 - If the opposite were true what would the impact be?
- What are you resisting?
 - What's the real challenge here for you?
 - Imagine when you're at your most resourceful, what could you do?
 - What is the smallest thing you could do that would make the biggest difference right now?
 - How might you stop yourself from doing this?
 - What do you wish more people knew about you?
 - AWE - And what else?



Amplify Experiences of Personal Power:

Unlock potential - What IS in **Your** Control?



Recognise:

- Expressions of personal power and locus of control
- Changes in action
- Progress towards self-determined goals
- Changes in self stories

Experiencing personal power through coaching means that people are more *likely* to achieve social power through their increased confidence in themselves.



“Coaching can be a force for micro emancipation, individuals freeing themselves from their own tyrannies”
(Western, 2012)

Connecting to Motivation through Articulating **Values**:

- Freely chosen not imposed
- What matters, what you care about the most, what has meaning for you, part of your identity - don't change based on context
- Understanding our values enables us to act meaningfully and commit with deliberate judgment



Ukraine-Russia crisis:
“It’s a fight for values”
Ingrida Šimonytė,
Prime minister for
Lithuania

Values Based Goals = Better **Engagement**

- Bring intentionality to **goals** and a lens through which to process tough decisions - a guide to how you want to live your life



We need to hold the coachee accountable for showing up in way that is aligned with their values

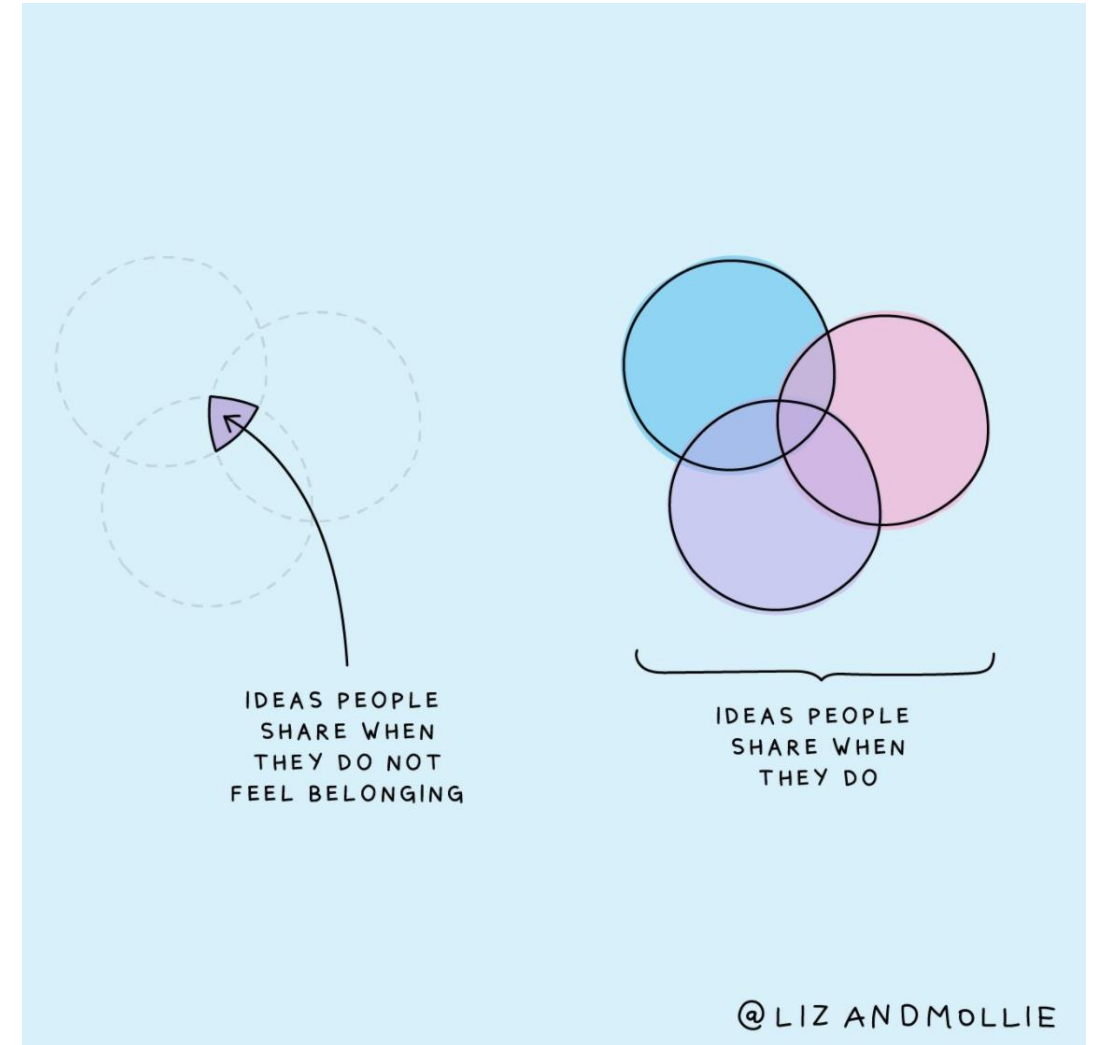


A



Fixer Mindset - The Downsides . . .

- It infantilizes the person: we know and can think better than they do and decide what's best – it maintains our position as the indispensable, brilliant expert
- It reinforces our position of invulnerability: 'I don't need help, / help'
- You may know what's best for you, but the task is to figure out what's best for them
- It encourages dependency and restricts growth and responsibility



A Fixing approach might result in a change out of a sense of obligation, which is short lived as the energy and effort needed to sustain the change is absent



How **Coaching** is being used NOW by Social Workers

- No longer needed a child protection plan with a family as a result of asking coaching questions and listening differently
- Families saying they felt coaching was a “massive change” and was the most they had felt listened to by social workers
- Different conversations in assessments with parents, e.g. a mother making “monumental shifts”: thinking she has the power to live a different life away from a controlling partner
- Creating a thinking environment in workers annual reviews to create values based progression goals with social workers (as opposed to ‘you need to go on this training course’)
- Complex case discussions are much less directive and offer a ‘no-fix’ guarantee’
- Improved case audits through having a more mindful presence: better understanding of the case and goals for the future to address needs

Better life work balance: shifts in ownership, sense of agency and response to urgency and overwhelm in stressful work environments in which they have little control



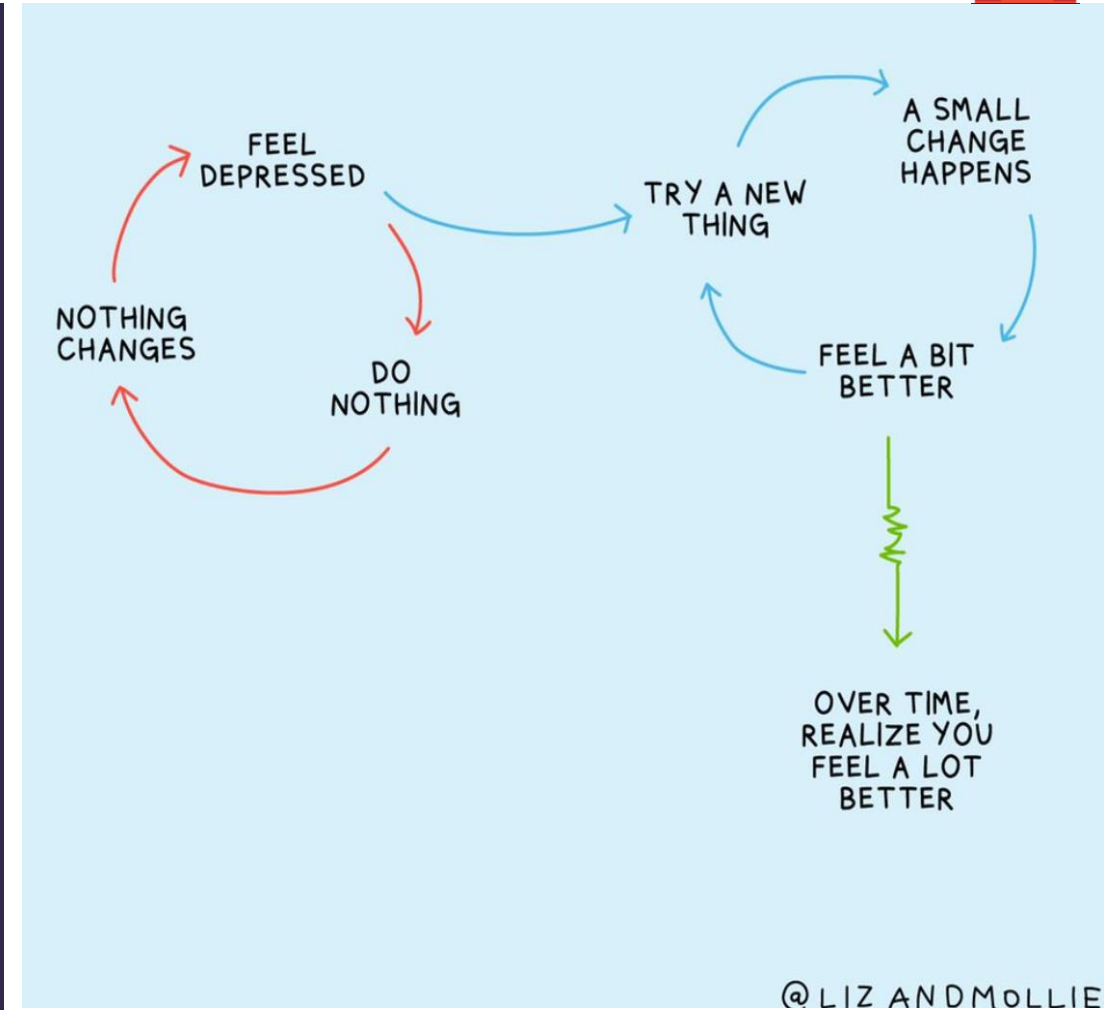
Feelings of empowerment in supervision due to experiencing better listening, paraphrasing, summarising, use of questions

People meeting regularly in supportive buddying coaching relationships



Small Acts Towards **Change**

Do what you can - with what you have - where you are



Focusing on what an individual can control in their lives can have a significant effect on their wellbeing

ACT Coaching Tool: **Notice**, Choose

Values and Purpose

What matters to you, what values do you want to express in this situation, can you choose one thought over another?

Choice Point



Towards Moves

Behaviour that is an expression of who you would like to be in this situation

Away Moves

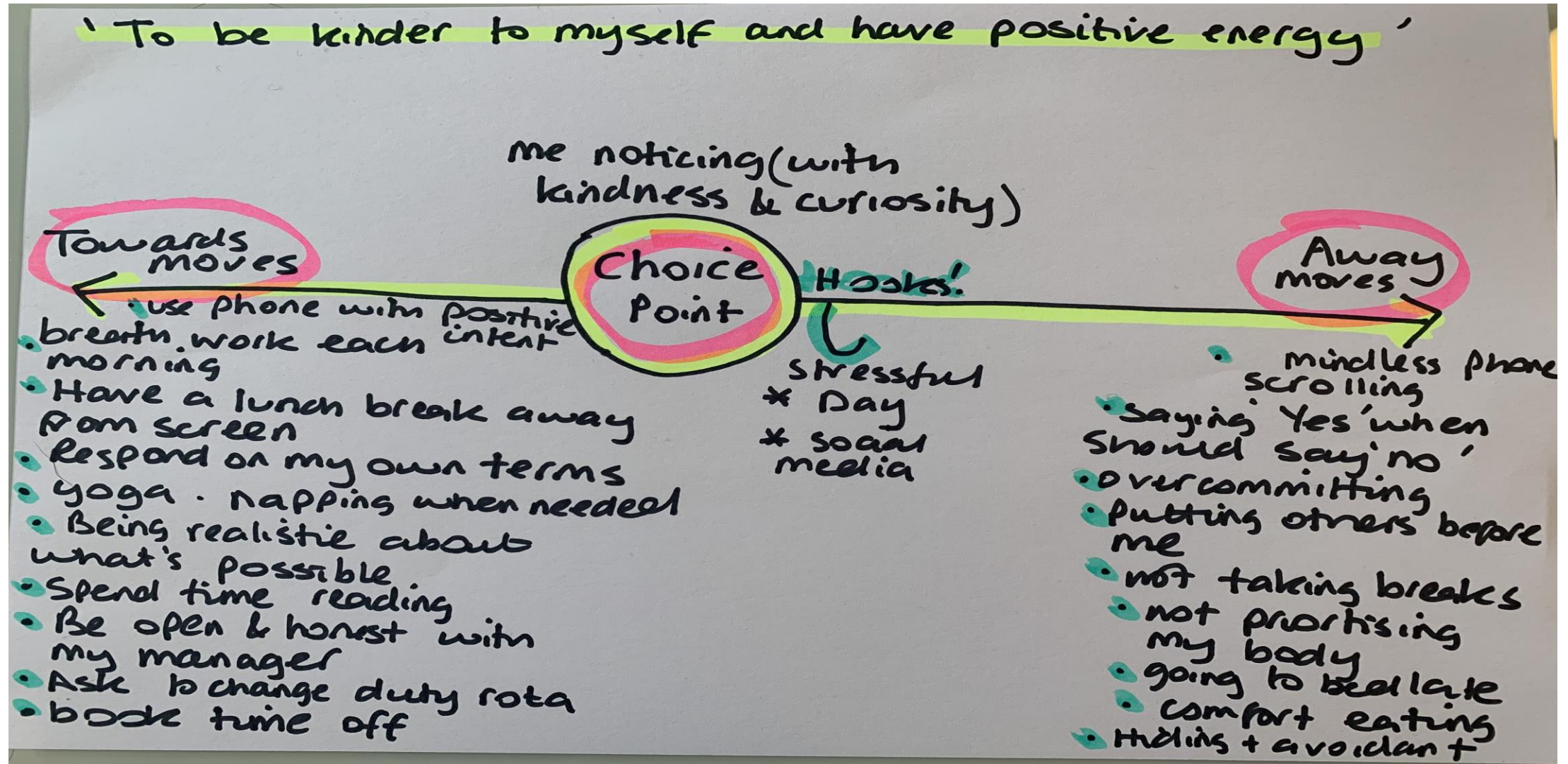
Behaviour that takes you away from your values & is under control of inner experiences



Hooks

Inner experiences, self-defeating ways of being and doing that don't serve you but hook you and pull you away from your goal

ACT Coaching Tool: Pause, Notice, Choose

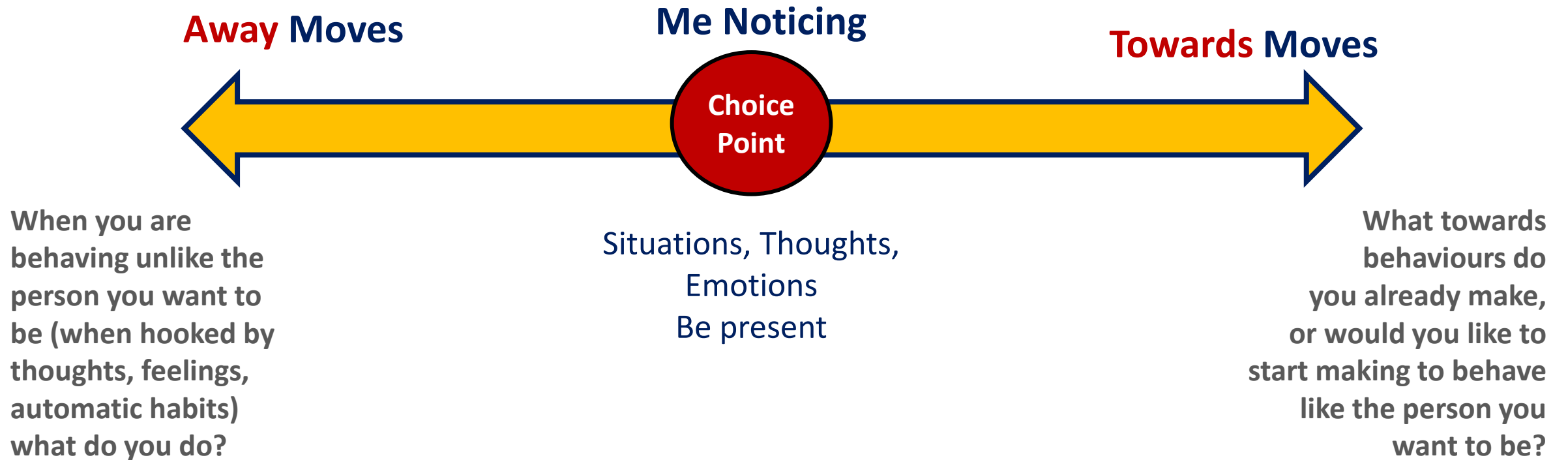


Explore thoughts/behaviour that are an expression of who you would like to be in this situation *and* thoughts/behaviours that take you away from your values and goal



ACT Coaching Tool:

Goal: I want to . . .



What **WORKABLE** actions move you towards doing what matters?

Swapping Heads & Switching **Mindset**:



A Disrupted, More Dynamic & Allied Professional Identity

Using and experiencing coaching is challenging social workers':

- **Identities**
- **Lexicon**
- **Systems**
- **Discourse**

I'm thinking about coaching people all the time. . . it's like a natural thing, I don't have to think about it!

Have you had a head transplant or somat?!

It's different. It's a different way of doing things and it's a different way of them seeing you.



Using coaching in social care is on the cusp of becoming a professional movement

Exploring Further . . .

Books

- 'Coaching Skills. The Definitive Guide to Being a Coach' by Jenny Rogers (a great and accessible place to start)
- 'Time to Think. Listening to Ignite the Human Mind' by Nancy Kline (my coaching bible!)
- 'The Choice' by Edith Eiger (the philosophy and spirit of coaching)
- 'Emotional Agility. Get Unstuck, Embrace Change and Thrive in Work and life' by Susan David
- 'Atomic Habits' by James Clear
- 'The Advice Trap' & 'The Coaching Habit' both by Michael Bungay Stanier

