



Coaching: 360 @ FPI

FPI LEARNING & DEVELOPMENT

LIN BURTON, ED.S

FPI CLO

JULY 2023



POLL # 1

ORGANIZATIONAL L&D HAS:

- 1. NOT CHANGED**
 - 2. CHANGED PREDICTABLY**
 - 3. CHANGED STRATEGICALLY**
 - 4. BECOME A HIGHER PRIORITY**
 - 5. STILL EVOLVING**
-



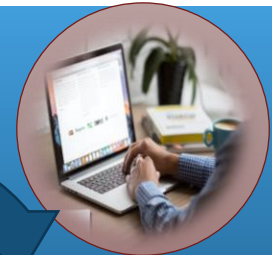
- ***FPI L&D Change in focus 2021-2023***
- Leveraging Leadership Coaching
- Benefits Realized

FPI L&D CHANGE IN FOCUS



2021 PLANNING

- 1) In Person Events prioritized
- 2) National events for large groups
- 3) ULearn Go-Live in March
- 4) Training In Person
- 5) Teams: use for Live Meetings



2021 CHANGES

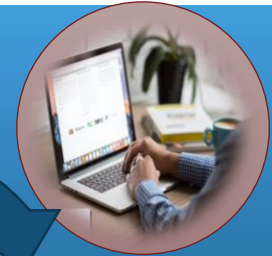
- 1) No In Person Events
- 2) National Training Cancelled
- 3) ULearn higher priority development
- 4) Training Virtual live & in ULearn
- 5) Teams: use both Live & Recorded

FPI L&D CHANGE IN FOCUS



2021 CHANGES

- 1) Events cancelled (National Travel ban)
- 2) National Training Center Closed
- 3) ULearn development priority 2021 long term goals to integrate content
- 4) **Leadership Coaching Cohort 1 begins**



2023 RESULTS ACCELERATED

- 1) All Events have Blended components
- 2) National Training Center Opened
- 3) ULearn integrated w/ Franklin Covey & Linked-In Learning & internal L&D
- 4) **Leadership Coaching 4th Cohort**

3 YEAR SHIFT IN FPI L&D FRAMEWORK

- L&D Conducted in Live Smaller Events (repeating events as needed) w/ Blending of online content
- Leadership focus on ULearn Priorities Lead strategic planning & projects
- Seamless connection to IT resources both internal & contracted
- ✓ Leadership Coaching developed and delivered in cohorts across all Corporate groups and from every management level



FPI L&D CHANGE IN FOCUS

UNICOR's Strategic Objective #3	Prepare our staff to assume positions of greater responsibility by providing quality training and developmental opportunities.	Introduce coaching and a leadership model to senior leaders and managers through a 2-day of coaching skills & foundations.
Goal Statement	To support UNICOR's goal in developing a flourishing workforce able to restore lives through a thriving corrections program and to ensure that the corporation remains financially self-sustaining.	Introduce Executive Coaching + Peer Learning Circles (embedded in the 2-day) Start the matching process where each leader (coachee) is matched with a coach and work together for 8 hours.
Program Scope	Training and development of 28 leaders at UNICOR with fundamental leadership coaching skills, equipping them with tools for creative decision making, deep listening and powerful inquiry.	Leaders get together on small learning circles* as a way to continue developing their coaching skills and collaborate and learn from one another. (5 circles of 6 sessions each-5-6participants/circle)
Program Objectives	<ol style="list-style-type: none">1. To introduce coaching as a framework for developing a culture of respect, creative decision making, deep listening and learning among senior leadership team and managers.2. To train 28 leaders in coaching skills, both through one on one coaching and through a wisdom circles model3. To set up an evaluation model to capture the necessary data to identify the success stories and opportunities for the organization forward.	Establish measures for impact and develop an evaluation strategy to capture the data. Reflections on Learning Session with UNICOR Leaders



- FPI Change in focus 2021-2023
- *Leveraging Leadership Coaching*
- Benefits Realized



POLL # 2

COACHING IS:

1. SOMETHING FOR INDIVIDUALS
 2. NEEDED BY EXECUTIVES
 3. AN EXPERIENCE THAT EVOLVES
 4. PROCESS ORIENTED
 5. SOMETHING I WILL PLAN TO DO
-

LEVERAGING LEADERSHIP COACHING

- **Developing the Process**
 - **Defining Program in Connection with GWU**
 - 360 approach both individualized and peer coaching sessions
 - Designed to deepen Self & Relationship skills for FPI leaders
 - GW Coach Leaders; developing FPI facilitators; furthering Coaching Certification
 - **Tell the Story: Maintaining connection with Corporate Leadership Team**

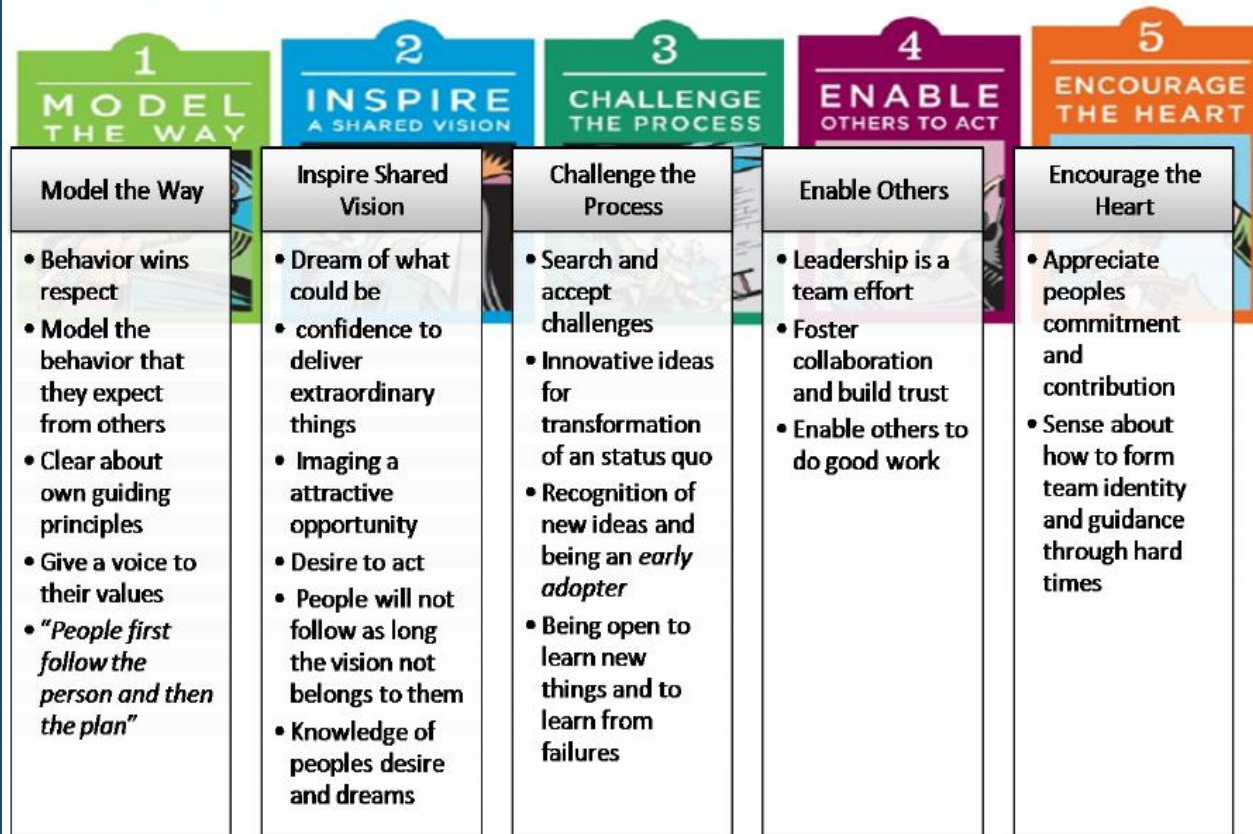


LEVERAGING LEADERSHIP COACHING

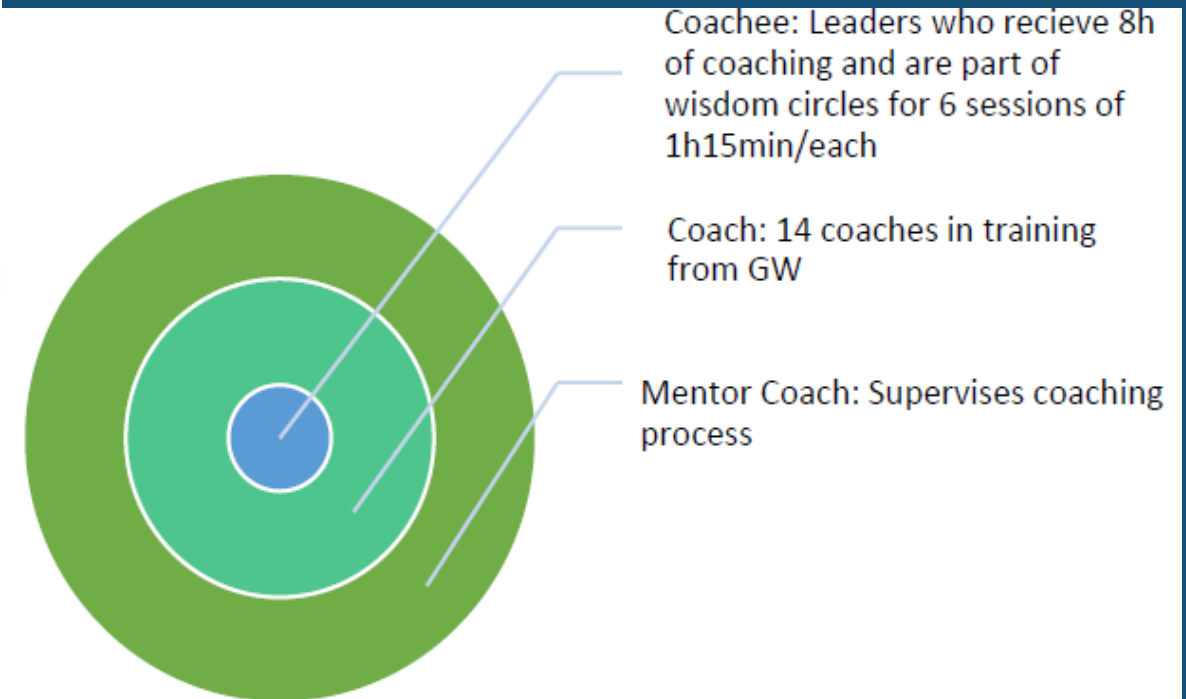
James Kouzes & Barry Posner, Great Leadership Creates Great Workplaces

Kouzes and Posner's 5 The 5 Practices of Exemplary Leadership

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart



Participants receive 360 approach through both Individual & peer coaching experiences:
Leading Self & Leading Others



LEVERAGING LEADERSHIP COACHING

This is a list of Peer **Coaching** Learning Outcomes that you can use to help identify specific skills you may want to strengthen during our Peer **Coaching** sessions.

Co-create Relationship

- Practice Presencing
- Practice Holding Space for Peers
- Establish Trust

Communicate Effectively

- Demonstrate Deeper Levels of Listening
- Engage in Deeper Fields of Conversation
- Ask Powerful Questions

Facilitate Learning & Results

- Create Awareness
- Design Actions
- Manage Progress & Accountability

Co-Create Relationship

Practice Presencing

Presence



Bring your full being to this very moment. Offering total attention and deep listening, you are wholly open and connected with the here and now. From this grounded place love and service flow.

related: Follow the Energy • Holding Space • Letting Go • Listening • Opening and Releasing • Self-Awareness • Spirit

Practice Holding Space for Peers

Holding Space



Be fully present, aware of what's happening in the whole gathering right now—physically, energetically, emotionally, and intellectually. Open and hold the psychological and spiritual space to provide a steady center and container. Calmly maintain trust, safety, and focus.

related: Appropriate Boundaries • Balance Process and Content • Deal with Emotions • Embrace Discomfort and Dislike • Opening and Welcoming • Presence • Priority Focus

Establish Trust

Trust the Wisdom of the Group



When the path is uncertain, seek intelligence, intuition, and direction from the collective. No matter the problem, with patience and good listening a group usually generates the needed solution, options, or route forward.

related: Emergence • Inquiry • Follow the Energy • Letting Go • Presence • Whole System in the Room

Communicate Effectively

Demonstrate Deeper Levels of Listening

Listening



Listen from genuine curiosity, welcoming the expression of thoughts, opinions, and especially feelings. When we listen with our whole selves to more than the words, people feel heard and their energy moves into new channels, naturally ensuring connection.

related: Honor Each Person • Inquiry • Mirroring • Not About You • Presence • Shared Intention • Witness with Compassion

Engage in Deeper Fields of Conversation

Go Deeper



Recognize and attend to what calls out for more intensive exploration. Take the time to unpack comments, drill down into issues, peel back the layers, delve further into underlying dynamics or feelings—in search of the crux of what matters most.

related: Courageous Modeling • Holding Space • Inquiry • Transition • Listening • Seeing the Forest, Seeing the Trees • Subgroup and Whole-Group

Ask Powerful Questions

Inquiry




Choose to cultivate a curious attitude. Great questions frame and provoke, opening us to new pathways. Many successful methods have questions at their core, such as "What's at the heart of the matter?" and "If you were cast, what would you do?" So what's the most powerful question we could ask right now?

related: Deliberation • Go Deeper • Follow the Energy • Generate Possibilities • Inform the Group Mind • Letting Go • Story

Facilitating Learning & Results

Create Awareness

Self-Awareness



The more you know who you and your group really are, the more effectively you can engage, make choices that are the right fit, and achieve your goals. Discover your values, feelings, dreams, needs, biases, and more.

related: Feedback • Presence • History and Context • Mirroring • Not About You • Reflection/Action Cycle • Transparency

Design Actions

Setting Intention



Envision and name what will be done to reach toward or achieve the purpose of the group. Setting Intention reminds us of our responsibilities, guiding us to actions that fulfill the reason for which a gathering was called.

related: Commitment • Holding Space • Risk • Subtext • Opening and Welcoming • Priority Focus • Purpose

Manage Progress & Accountability

Commitment



A group dedicated to its work persists through obstacles, distractions, and lulls. Remind yourselves of your larger purpose and what you really care about. As the group moves toward action, support effectiveness by getting clear on who will do what by when and how to ensure it really happens.

related: Closing • Purpose • Courageous Modeling • Honor Each Person • Setting Intention • Being Responsible • Shared Leadership and Roles

LEVERAGING LEADERSHIP COACHING

Tips for Asking Powerful Questions

Ask...

- Simple questions (limit intro & explanation)
- One at a time
- With curiosity, optimism & courage
- Wait silently after asking

Notice How others respond...

- Emotion
- Body language, tense/ease
- Silence
- Breath

Effective Questions...

- Are open ended
- Support learning
- Engage a personal response
- Look beyond problems to future outcomes
- Facilitate openness versus defensiveness
- Co-create best options vs manipulating outcomes

Powerful Questions...

- Are thought-provoking & invites reflection & finding deeper meaning
- Expands possibilities or focuses attention
- Brings underlying assumptions to light
- Stimulates curiosity and creativity
- Can help a group move forward



GUIDED EXPERIENCE (5 MINUTES):

1. LISTEN TO WHAT RESONATES TO YOUR HEART
 2. IDENTIFY FEELINGS WHILE LISTENING & RELATED IMAGES, METAPHORS...
 3. REFLECT ON WHAT IS SAID
 4. ASK QUESTIONS TO CLARIFY
-

LEVERAGING LEADERSHIP COACHING

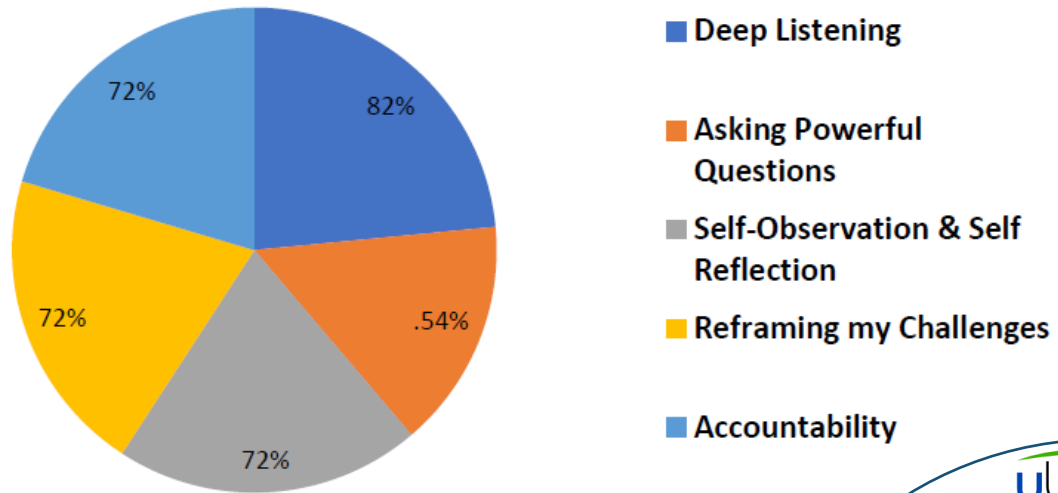
Step	Time	Activity
1	2 min	Select case giver and time keeper
2	15 min	<p>Intention statement by case giver</p> <p>Take a moment to reflect on your sense of calling. Then clarify these questions:</p> <ul style="list-style-type: none"> · Current situation: What key challenge or question are you up against? · Stakeholders: How might others view this situation? · Intention: What future are you trying to create? · Learning threshold: What do you need to let-go of – and what do you need to learn? · Help: Where do you need input or help? <p>Coaches listen deeply and may ask clarifying questions.</p>
3	3 min	<p>Stillness</p> <ul style="list-style-type: none"> · Listen to your heart: Connect with your heart to what you're hearing. · Listen to what resonates: What images, metaphors, feelings and gestures come up for you that capture the essence of what you heard?
4	10 min	<p>Mirroring: Images (Open Mind), Feelings (Open Heart), Gestures (Open Will)</p> <ul style="list-style-type: none"> · Each coach shares the images/metaphors, feelings and gestures that came up in the silence or while listening to the case story. · Having listened to all coaches, the case giver reflects back on what s/he heard.
5	20 min	<p>Generative dialogue</p> <ul style="list-style-type: none"> · All reflect on remarks by the case giver and move into a generative dialogue on how these observations can offer new perspectives on the case giver's situation and journey. · Go with the flow of the dialogue. Build on each other's ideas. Stay in service of the case giver without pressure to fix or resolve his/her challenge.
6	8 min	<p>Closing remarks</p> <ul style="list-style-type: none"> · By coaches · By case giver: How do I now see my situation and way forward? · Thanks & acknowledgement: An expression of genuine appreciation to each other.
7	2 min	Individual journaling to capture the learning points



- FPI Change in focus 2021-2023
- Leveraging Leadership Coaching
- *Benefits Realized*

BENEFITS REALIZED

Self-Development Practices Utilized

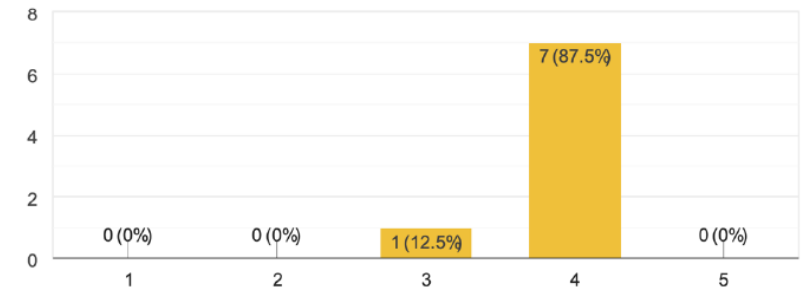


Coaches' Observations of UNICOR Coachees

On a scale of 1(low) to 5(high), please rate the following:

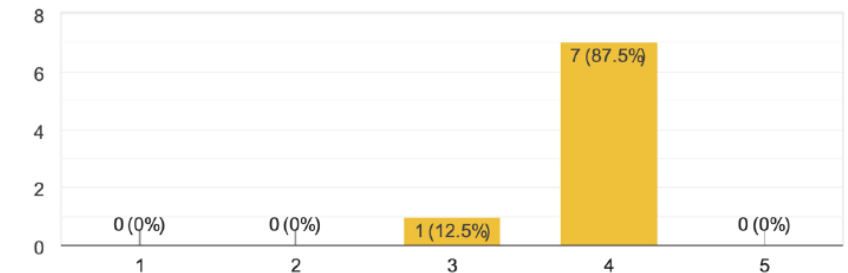
I think coaching has been helpful to my coachee

8 responses



Coaching has helped my coachee to use leadership skills more effectively

8 responses



BENEFITS REALIZED

- I have learned to become a better active listener, more empathetic, better memory of names and information about others that they find important.
- An important topic my coach and I spoke about is that while important to be ambitious and have goals, it is vital to give credit to everything that I have achieved already. It is easy to be so distracted to "what's next" that I lose sight of the present!
- I was able to receive insight and guidance from top-level college professors in identifying leadership traits that I already possess. I also learned of valuable resources that I can use as well as pass on to my staff. I truly enjoyed working with my peer group and receiving their feedback.
- Has helped me to communicate better with my fellow co-workers. Has helped me analyze situations before acting on them. It helped me think more positive in my working environment, and bring a positive energy to my team.
- As a newly promoted manager I have used the coaching tools/skills almost on a daily basis.
- My main goal of the leadership program was to put the people before business. I have learned that you can still stay ahead of production while putting the people who work for you first.
- Coaching has taught me to deal with the stress involved in running a factory. Once I dealt with the stress and used breathing and centering techniques, I was able to manage the factory and provide much more stable leadership for my factory.
- Coaching allowed me to reach outside of my "safe" comfort zone.
- I have learned to be slower to anger when dealing with an unmotivated workforce.
- I have been able to help share the organizations goals more effectively.

What request would you have to support your leadership effectiveness moving forward?

- I believe that making this opportunity available for FPI managers is critical moving ahead to develop our leadership pipeline. We improved vision for self, supported peers in the moment and developed a professional presence to recognize the needs of others.
- I would make this training required for all FPI supervisors. It's vastly different from any BOP Leadership Training, and much more impactful.
- Continue to provide funding for the training branch and encourage participants to take part in more corporate and/or civilian trainings.
- I think it would be helpful if all staff were to complete this program because it taught how to effectively communicate and that everyone is a leader, not just supervisors.
- Additional time working with our individual coached as well as access to additional training programs that I have discovered during this journey.
- I would request the opportunity to act in a leadership capacity from time to time.
- Continued information pertaining to effective coaching trends in the future.
- Transparency and Communication.
- I would love to continue and further develop even to the point of being a coach. This strategy is very unique for our line of work, but it was very effective to just let down

BENEFITS REALIZED

Take time to recognize the significant progress made by these participants. One participant shared the following:

"We have started back working in the factory, and with that I felt the need to pass some wisdom on to my workers. We have all started using the relaxation breathing techniques. I have used my digital sign boards (basically 55 inch TV's) to display peaceful and relaxing images (instead of production #'s). Now there are kittens, puppies, and waterfalls playing on the TV throughout the day. I instructed them all to take time in their day to stop and breathe. Really reconnect with the earth and stare at some calming images. Everyone has embraced it. So many people said they really appreciated the care for their mental status and stress management. Sometimes we just have to stop and realize that everyone else gets as stressed as we do, including the inmates".





THANK YOU !

Contact Information



Lin.Burton@usdoj.gov



www.UNICOR.gov