







in the assessment without jeopardizing the coach's role and reputation? They were also interested in the question, "What does coaching success look like?" and described how success would look very different across communities, depending on the assets and leadership of a particular community and the challenges that community is grappling with.

- Many intermediaries who have used coaching see it as a very valuable tool. While they have ways of costing out training and technical assistance, it has become a challenge to figure out how to include pricing for coaching in their array of services.

As we have worked on this initiative in the past two years, we have seen more examples of institutions choosing to provide coaching as part of their service delivery. We will have the opportunity to learn more about how coaching can add value to intermediaries, nonprofits and other service delivery institutions as more technical assistance and training programs focus on coaching as a way to help local communities, leaders and institutions uncover local knowledge and wisdom to create a platform for new ideas and approaches.

To participate in a social networking opportunity related to coaching and to share what you are learning about coaching, please visit:  
<http://communitycoaching.ning.com>.

To sign up for an occasional newsletter, visit <http://www.communitycoaching.com>.

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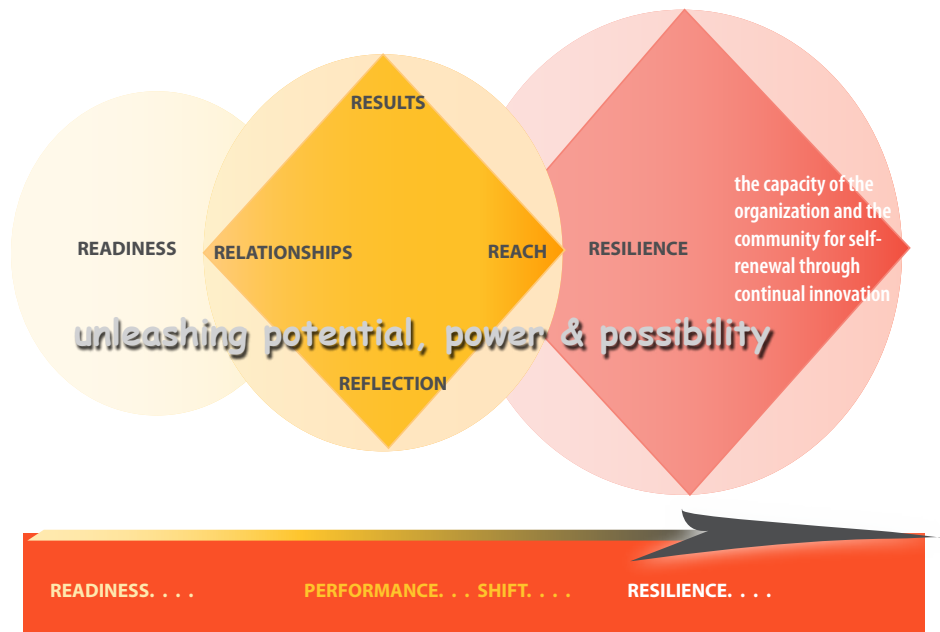
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### The Six R's of Community Coaching

Community coaches work with a whole group or team, the leaders and sometimes on a one-on-one basis. They help community leaders assess **readiness** for community change. They coach for **results** as they help a team get unstuck and move forward. Coaches help leaders develop strong, trusting **relationships** within a team and across the community; they help create relationships that link leaders to resources, information and potential partnerships. Community coaches play a key role in crafting opportunities for leaders to learn from their experiences by creating space for **reflection**. Coaches also encourage leaders to **reach** out to the whole community, to stretch beyond the first glance of what is possible, and reach for a more vibrant and sustainable community. Finally, coaching helps leaders lean toward **resilience** by innovating new approaches and developing and monitoring sustainable strategies for change.

Figure 2. Community Coaching: Six Connected Pieces



Community Coaching Project/Ken Hubbell 2007

## The Case for Coaching for Community Change as an Innovative Practice: Four Reasons

- 1. Rapidly Changing Communities.**  
The rise of the Information Age has required changes in the practice of community economic development and organizational development. No longer can we rely on the expertise of others to guide us and external resources to support us. Communities, organizations and their leaders must identify and build on existing assets and find ways to continually expand their ability to learn from one another and the world around them; ways that are place-based and address the unique challenges and opportunities of that place. *Coaching offers communities a way to make use of best practices and outside expertise by learning how to adapt them based on community assets and capacity and by using local wisdom.*
- 2. New Leadership Structures.** Foundations, corporate structures and agencies have poured millions of dollars into succession planning as boomers retire and the organizations restructure around new leadership strategies. *Coaches aid people in recognizing the assets of traditional and non-traditional leaders, while at the same time framing the work in ways that lead to the co-creation of new leadership structures that are more fluid, adaptable and engaging.*
- 3. Increased Emphasis on Impact.** The fields of life coach, executive coach and personal coach are growing as people struggle with ways to achieve their goals and adapt to our rapidly changing world. Similarly, communities and organizations are looking for ways to learn about
- 4. Increased Return on Investment.** More foundations are supporting coaching as a way to increase long-term benefits of community change initiatives. *Coaching increases the return on investment in capacity building, leadership development and economic development efforts for outside funders and local investors.*

## Sustainable Community Change: Why Coaching and Why Now

For nearly two decades, there has been a focus in the philanthropic and community change networks on capacity building. Ironically, even though most of the field has grown to understand and embrace an “asset or strength-based” approach to capacity building, the term still characterizes the focus on correcting something or someone who is remedial, substandard or inadequate.

As the focus has now centered on sustainability, we believe there is a window of opportunity to heighten attention on a positive and respectful approach to learning and development: community coaching. As a member of the “family of coaching,” community coaching is readily associated with “talented people” rising to an even higher level of performance rather than the more prevalent “deficit frame” of

capacity building. Coaching rises above the stigma often associated with other developmental strategies.

Community coaching is uniquely positioned to meet the challenge of achieving sustainability for organizations and communities; these communities may be geographic or communities of interest. By building the competencies and skills of people within the community, community coaching recognizes and builds upon the human assets of organizations and communities. Effective community coaching can help transform communities and organizations into high-performing sustainable entities.

Community coaching may also be a useful strategy in addressing the organizational and community barriers of

change, apply what they have learned and reflect on that process. *Coaching offers a different approach, one that facilitates leaders’ ability to energize and mobilize people around a change agenda and help community institutions become learning organizations.*

- 4. Increased Return on Investment.** More foundations are supporting coaching as a way to increase long-term benefits of community change initiatives. *Coaching increases the return on investment in capacity building, leadership development and economic development efforts for outside funders and local investors.*

race, class, gender, age, culture, sexual identity and others by establishing a set of principles that embrace diversity as a prerequisite to achieving the highest level of mutual learning. Diversity is in everyone’s self interest in a true learning community. The more expansive the diversity, the deeper and more profound the learning.

As we move deeper into the Information Age society, our current roles as content experts, consultants and brokers continue to change. With a plethora of information resources on our desktops, we cannot be the experts for our teams on every topic, but we can be aware of additional resources and, most importantly, we can be the guide on the side to help them plan and implement a successful proactive community-based planning process.