

Description of Organizational Coaching



Purpose

Nonprofit organizations are under increased expectations for effectiveness and outcomes, and having strong internal capacities is key to sustainability and success. The purpose of Organization Coaching is to help leaders identify and commit to the top priorities for increasing the capacity of your nonprofit.

Approach

Organization Coaching involves a qualified consultant meeting with a team of leaders on-site at your nonprofit.

Steps for Organization Coaching

Applying for Organization Coaching:

- Complete the online Core Capacity Assessment Tool – Introductory version (iCCAT)
- Meet Intermediate criteria (see Guide to Pathways Services at www.nonprofitpathways.org)
- Submit Organization Coaching application and iCCAT Assessment Results Report to Pathways
- Pathways reviews application for criteria/prioritization
- If approved, Pathways matches organization with consultant and agreements are sent

Pre-Work by Organization Leaders:

- Organization selects up to six people as a “team” to participate in the coaching process (team members should have participated in the iCCAT, and the team should include at least two active board members).
- Organization team reviews the following advance questions/worksheet in preparation for coaching:
 1. What was your reaction to each of the following sections of the iCCAT Results Report? Which results surprised you, and which confirmed what you already knew?
 - Lifecycle Score
 - Core Capacity and Sub-Capacity Scores
 - Organizational Culture
 - Prioritized Capacity Building Recommendations
 2. What were the top three to five themes, insights, or take-aways for your organization from the report? What does the whole report tell you about your organization overall (i.e. main story)?
 3. Based on what you learned from the iCCAT process, what would you identify as your top three to five priorities for improving your organization?

Agenda for Organization Coaching Meeting:

- Purpose: to reach agreement on top priorities to achieve organizational effectiveness
- What questions do you have about the report? (Clarifying discussion)
 - Discuss your thoughts about the themes/insights/”main story” from the report
 - Discuss priorities for improvement. Ideally the group will reach agreement about the top priorities. If not, the consultant will recommend next steps for reaching agreement



Organization Coaching Report:

Organization receives a brief report from the consultant which summarizes the priorities for improvement identified during the coaching session.

Next Steps

Presumably, some of the identified priorities for capacity building can be addressed directly by staff and board while others may benefit from consultant assistance. If the group pursues a Capacity Grant, the priorities are a basis for that application and the Organization Coaching Report is shared with the funder as background.