

## Deciding Who Should Coach

	PRO	CON
<b>MANAGERS/ SUPERVISORS</b>	<ul style="list-style-type: none"> <li>○ Helps build learning culture within agency</li> <li>○ Builds on ongoing job and existing role as coaches – supervisors in their educational role; managers as overseeing professional development</li> <li>○ Expense limited to training and support for coaching role</li> <li>○ More likely to be sustained</li> </ul>	<ul style="list-style-type: none"> <li>○ Managers and supervisors have power and authority over those under them, making it difficult to create a safe environment for coaching</li> <li>○ Managers and supervisors have multiple roles and limited time</li> <li>○ Managers and supervisors lack objectivity as they are invested in their program or unit's performance</li> </ul>
<b>PEERS</b>	<ul style="list-style-type: none"> <li>○ Credibility – doing same work at same time</li> <li>○ Investment in improving quality of work in own workplace</li> <li>○ Can be included in their ongoing job</li> <li>○ Expense limited to training and support for coaching role</li> <li>○ More likely to be sustained</li> </ul>	<ul style="list-style-type: none"> <li>○ Limited time availability, especially if not offered caseload or workload reduction</li> <li>○ Lack of objectivity if coaching affects their own unit's performance</li> <li>○ Lack of incentive to take on additional responsibility</li> </ul>
<b>EXTERNAL COACHES (training staff, retired agency staff, independent consultants)</b>	<ul style="list-style-type: none"> <li>○ Flexibility – able to schedule coaching at times that work for learner</li> <li>○ Can have credibility if they are experienced in the skills being coaching</li> <li>○ Distance from organization – objective; not directly affected by the learner's performance</li> <li>○ Not in power or authority role over learner</li> </ul>	<ul style="list-style-type: none"> <li>○ Not on site – need to make effort to communicate to schedule coaching</li> <li>○ Sometimes can only coach by phone – not in person</li> <li>○ Additional resources needed to hire, train and compensate coaches</li> <li>○ Usually funded through training or other special funding that can more easily be cut</li> </ul>