



## Executive Director Coaching Pilot Project

The Center for Nonprofit Excellence, a program of United Way of Central New Mexico in partnership with the Albuquerque Community Foundation, is working in partnership with the New Mexico Chapter of the International Coach Federation to strengthen nonprofit leadership through Executive Director coaching.

### What do Executive Directors Experience through Coaching?

In the [Coaching and Philanthropy Project](#) Executive Directors experienced:

- Increased confidence in exercising leadership
- Improved personnel management skills
- Clarity of decision making processes
- Increased confidence at work which resulted in increased happiness at their jobs and better interpersonal skills

### What is Coaching?

Coaching is a partnership between client and coach in a thought-provoking and creative process that inspires the client to maximize her or his personal and professional potential. The benefits of coaching have been shown to improve client performance, enhance and balance life quality, co-design solutions and strategies with a purpose to support and enhance the skills, resources, and creativity the client already has.

Executive coaching has changed the way people work together and there is a clear return on investment (Global Coaching Survey, 2007). The impact or influence of an executive's decisions can be measured. While relationships and morale are organizational assets, they, like leadership are also intangibles. Leadership development is a concern for all organizations and coaching has found to be a quality approach for creating great leaders in business, government and education.

### Why Executive Directors Utilize Coaching as a Leadership Development Tool?

The California based [Coaching and Philanthropy Project](#) was created to assess and advance coaching as a strategy for building effective nonprofit organizations. Project partners included CompassPoint Nonprofit Services, BTW informing change, Grantmakers for Effective Organizations, and Leadership that Works.

The project found that:

- Coaches encourage executive directors (EDs) to be accountable to their goals
- Coaches can be flexible in addressing a wide range of issues
- Coaching challenges EDs to find their own answers
- Coaches support EDs in honoring and celebrating themselves and their achievements

The Evelyn and Walter Haas, Jr. Fund's Flexible Leadership Awards (FLA) Program also utilizes coaching to improve grantee effectiveness. The FLA Program found that clear, measurable goals alone do not make for a well designed engagement: the goals must link individual behavior and organizational objectives. The FLA survey found EDs' increased capacities for self-awareness and reflection are encouraging when viewed against recent cognitive psychology research, which suggests the best judgments are the product of meta-cognition – the process of reflecting while working. The FLA project found that coaching has a positive effect on these goals:

#### Organizational

- Address a specific organizational challenge
- Better manage organizational change
- Prepare for/manage an executive transition
- Improve working relationships with staff

#### Individual

- Better handle stress
- Develop management skills/confidence
- Gain clarity about career path
- Develop leadership skills/confidence
- Manage conflict better

### **What happens in the CNPE/NMICF Executive Director Coaching Pilot Project?**

1. Executive Directors will apply to participate in the Coaching Pilot Project.
2. Once an ED has been selected the ED will pay a \$200 fee. Market rate coaching fees range from \$150-200/hour; the pilot project fee is approximately \$28/hour thanks to the generosity of the volunteer coaches. The fee will offset the CNPE costs to run the project.
3. Certified coaches will be matched with an Executive Director who is motivated to further develop her or his leadership skills through coaching.
4. Since this is a pilot project we will have a limited number of coaching spaces available for Executive Directors. We also seek Executive Directors who are committed to helping evaluate the effectiveness of the project.
5. Executive Directors, working in partnership with their coaches, will develop clear coaching project goals that link ED behavior with organizational goals.
6. Eight coaching sessions will be included (45-60 minutes each); the first four sessions will be held four weeks in a row, the remaining four coaching sessions will be completed within two months. Sessions may be conducted in person or via phone.
7. If the coaching match is not a fit for the Coach or Executive Director you must communicate that back to CNPE Director as soon as possible to determine if a new match can be made.
8. A participant evaluation will be utilized to assess the impact of the coaching; Coaches and Executive Directors are expected to participate in the evaluation. The final project report will include aggregate data and will not include specific results by participant. Executive Directors and Coaches will be encouraged to provide quotes about your experiences that illuminate the project results.

Center for Nonprofit Excellence contact:

Amy S. Duggan, Director

[amy.duggan@uwcnm.org](mailto:amy.duggan@uwcnm.org)

505 247 3671



**Executive Director Coaching Pilot Project**

A project of the NM Chapter, International Coach Federation and Center for Nonprofit Excellence,  
United Way of Central New Mexico

**Executive Director Application**

Please complete the application in Word, save it, and return as an attachment in an email to:

[amy.duggan@uwcnm.org](mailto:amy.duggan@uwcnm.org)

Name:		Today's Date:	
Street Address:		Organization:	
City, State, Zip:		Title:	
E-mail Address:		Website Address:	
How long in this position?		Office Number:	
Do you have previous executive director experience?		Cell Number:	
Number of staff at agency?			
Agency Mission Statement:			
What do you want to accomplish through coaching (goals)?			
What organizational challenges do you hope coaching will help you tackle?			
How will you measure the progress made possible by your coaching?			
Hours available (early			

morning, business hours, early evening, weekends):	
--	--

#	Preparing for Coaching	Yes	No
1	I'm at a point in my life where I'm ready to work on personal or leadership issues as they relate to my work		
2	I'm prepared to tackle the tough issues to close the gap between where I am now and where I want to be.		
3	I'm open to new ideas and new ways of doing things to facilitate positive change and growth.		
4	I can commit to keeping my regularly scheduled appointment with my coach, even if it means having to reschedule an appointment; and I will complete assigned homework.		
5	My coach can count on me to always tell the truth, even when it's difficult to the coach or to me.		
6	I understand that in coaching, the "client does the work," not the coach.		
7	If something is not working in my relationship with my coach, I will let my coach know immediately so we can immediately take action to improve the situation.		

Any other comments:

**Coaching Agreement:**

Specific coaching results are not guaranteed. The client enters into coaching with the understanding that the client is responsible for creating his or her own results. The client is aware that the coaching relationship is not psychological counseling and does not treat illness or pathology. The client agrees not to hold the coach or United Way of Central New Mexico liable for any actions or results for adverse situations created as a result of a specific referral given by the coach. Coaching is a comprehensive process but is not a substitute for obtaining legal, medical, psychological or financial advice. All decisions and actions are exclusively in the client's domain and the client's responsibility.

**Thank you for thoughtfully filling out this application.**

Typing your name here after the /s/ is documents your commitment to the coaching agreement:

/s/ \_\_\_\_\_

Date: \_\_\_\_\_