EMERGING LEADERS
COACHING PROGRAM

2023

Community
Memorial
Foundation

EMERGING LEADERS COACHING PROGRAM

Healthy communities need healthy organizations, and **every organization relies on strong and capable leadership to support its mission and growth.**

Community Memorial Foundation is proud to launch a professional coaching program where emerging leaders can receive support from a professional coach.

Who is eligible?

Any staff member (non-executive directors/CEOs) from organizations that have received a program grant from Community Memorial Foundation in the past five years.

How do I apply?

Interested leaders must complete a coaching application. In 2023's pilot year, ten emerging leaders will be selected.

What is the commitment?

Participants will complete several assessments and meet with a coach via Zoom over the course of eight months.

Who facilitates the program?

Direction and technical assistance are provided by the Center for Creative Leadership (CCL), which focuses on addressing the leadership challenges of individuals and organizations. CCL will match participants with one of its 600 screened and vetted executive coaches.

Center for Creative Leadership

THE COACHING FRAMEWORK

What is Professional Coaching?

Coaching is intended to help strong leaders take the next step in their development; it helps leaders candidly reflect on their goals and what they hope to achieve in their organizations. A coach focuses on helping a leader "learn what it takes" to improve existing capabilities, set meaningful goals, and be accountable for results. A coach also helps a leader understand and eliminate barriers to more effective performance.

Coaching is not consulting. It is not about someone from the outside coming in with answers to an organization's problems. Rather, a coach is a "thinking partner". Coaching is relationship-driven and based on the trust and respect built between the coach and the client. The coach provides an objective point of view and empowers the client to make more informed decisions using strategic thinking, problem solving, and/or exploration of additional resources or approaches. The idea behind working with a coach is to bring clarity to an issue and develop a plan of action for tackling it.

1 Listening to Understand
In order to understand the leader's beliefs, vision, and desired future, coaches derive three different perspectives: facts, emotions, and values.

2 Asking Powerful Questions
Leaders will be asked courageous questions that drive their advancement and provoke new insights.

3 Challenging and Supporting
Coaching encourages leaders to try something different or create a significant shift in perspective within a safe and supportive environment.

4 Establishing Next Steps and Accountability
The real work happens in between coaching meetings, where leaders apply insights and experiment with new behaviors.

The Center for Creative Leadership's Coaching Journey involves three steps:
- Prepare for the coaching experience;
- Engage in self-reflection and learning; and
- Apply lessons learned through coaching and other developmental work.

Prepare > **Engage** > **Apply**

Prepare

Coach Selection: Leader is matched to coach based on intake data.

Orientation Meeting: One-hour meeting to discuss logistics and establish initial goals.

Assessments: Leader completes 360 feedback assessments, including Benchmarks for Managers,™ FIRO-B® Instrument, and the WorkPlace Big Five Profile™4.0.

Engage

Debrief & Goal Planning: Together with the coach, the leader will use assessment insights to create an action plan. This includes:
- 2-hour Assessment Debrief session
- 1-hour Goal Planning Session
- Alignment Session with the leader's manager enabling mutual feedback, challenge, and support.

Apply

Developmental Coaching: Leaders will have a total of 11 flexible hours with their coach over 8 months. These hours can be used for:
- 1:1 Coaching
- Stakeholder Interviews
- Manager Alignment
- Professional Development

Measuring Impact: The leader and coach will establish key indicators for the leader's ongoing success.

* The frequency and timing of all assessments and coaching sessions will be coordinated by CCL and will be mutually determined between the coach and leader without involvement from the Foundation.

Eligibility Criteria

Middle managers eligible for the program must:

- Be a staff member (not an Executive Director or CEO) at an organization that has received a grant from Community Memorial Foundation in the past five years.

- Be a leader in an organization that has demonstrated a service impact within one or more of CMF's target communities; and

- Receive the support of their Executive Director/CEO (and supervisor if someone other than Executive Director/CEO) to actively participate in the coaching program.

- Only one applicant per organization will be considered.

Selection Criteria

Up to ten leaders will be selected for the program. Candidates will be chosen based on their commitment to actively participate in the coaching process and the emerging leader's potential to be a catalyst for positive change in their organization and in the region.

The following criteria will be used to select participants:

1. Dedication to improving the health of people who live and work in the 27 communities served by CMF.

2. Strong leadership—this opportunity is best suited for strong leaders who want to become even better.

3. Open to change—strong candidates will be self-reflective, willing to learn, and open to new ideas.

4. Commitment to implementing what is learned to strengthen their organization.

5. Commitment to a shared vision for a more equitable and inclusive region.

Deadline

Applications must be received at CMF by 5:00 PM CST, Wednesday July 12, 2023 (no exceptions).

Timeline

- **June 22** | 2:00 PM: Informational meeting held via Zoom

- **July 12** | 5:00 PM: Deadline for proposal submission

- **July 31** | Leaders selected for Emerging Leader Coaching Program

- **August 8** | Kickoff meeting with selected leaders and CCL (via Zoom)

- **August 10** | Assessments and coaching activities begin

Click Here to Download an Application