



Vedere Consulting Proposal for Services

Client Organization: Library of Virginia

Type of Project: Peer Coaching Workshop

Coach/Consultants: Ellen "Plum" Cluverius, PCC, Ann V. Deaton, Ph.D., PCC

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Background Information

The Library of Virginia wishes to create peer coaching programs in local library systems that will enable library staffs to build their leadership capacity and increase their competence as librarians by developing coaching skills that can be used to support and grow staff, peers, and other library systems. Our goal as consultants is to meet that need by designing a coaching skills training program that:

- Is flexible enough to be used in library systems all over Virginia
- Is considerate of librarians' time constraints concerning time away from their duties
- Provides opportunities to practice and master new skills

Our experience has shown that peer coaching programs enhance leader effectiveness and build problem solving skills. This is true whether the peer coaches use their coaching skills in formal extended peer coaching relationships or informally as the opportunity arises (for example, coaching in the moment when an employee brings a problem to her boss to resolve). Informal coaching programs are easier to initiate and maintain than formal peer coaching programs and often provide the same or greater benefit. Extended formal coaching requires mutual commitment from both coach and client, and can be a powerful development tool over time. Its disadvantages are that fewer clients are served and the need for ongoing maintenance (someone has to take responsibility for assigning coaching pairs and handling issues if there isn't a good fit). Formal peer coaching programs, because they attract fewer participants, work best on a rolling enrollment basis with clients applying for coaching and being matched with a coach as the need arises. Many organizations choose to start with informal peer coaching programs because they build the same coaching skills, have potential to impact more participants, and don't require ongoing maintenance once the participants have developed coaching skills and have learned to recognize the opportunities for coaching that exist within the scope of their current jobs.

We believe client organizations are in the best position to decide if a formal or informal peer coaching program best fits their needs and we are designing the coach training program to accommodate either choice. In addition, this proposal may be modified after discussions with the client library system and the Library of Virginia.

Proposed Program

Our approach to developing coaching skills for library leadership and staff contains the following components:

- A one day coaching skills workshop that would take place the afternoon of one day and the morning of the following day
- Opportunities during the workshop to meet in an assigned peer coaching trio and to practice coaching skills (Person A coaches Person B, Person B coaches Person C and Person C coaches Person A)
- Close supervision of coaching trios during the workshop with opportunities to reinforce effective coaching skills and head off ineffective coaching behaviors
- Assignment of peer coaching trios within the workshop setting so that all participants have the learning experience of coaching and being coached for several months following
- Recommended reading assignments to reinforce self awareness and other coaching skills

Workshop Schedule (7 hours training)

Day One

12 - 1 box lunch

1:00 p.m. to 4:30 p.m. training

Day Two

9:30 to 10:00 a.m. coffee and goodies

10:00 a.m. to noon training

Noon to 1:00 box lunch

1:00 to 2:30 p.m. training

Coach/Consultants Agree to:

- Meet with representatives of the Library of Virginia and the Fairfax County Library to clarify goals and expectations
- Design and facilitate the workshop
- Keep organizational and personal information confidential as requested
- Provide master copy of handouts and list of additional resources
- Pay own travel expenses

Client Agrees to:

- Provide facilities and equipment for the workshop
- Provide copies of handouts, books and other materials used in the training session
- Coordinate communication to participants
- Pay Vedere Consulting for services rendered

Materials:

- *The Extraordinary Coach: How the Best Leaders Help Others Grow* by John Zenger and Kathleen Stinnett
- Copies of participant handbook and other resources (originals supplied)