

## INFORMATION PAPER

**SUBJECT:** Information on the Department of Defense (DoD) Coaching Program

**BLUF:** This paper highlights the critical importance and connection of coaching to strategic level DoD priorities, and summarizes the ongoing work of the Defense Chief Learning Officers Council (DCLOC) Coaching Working Group (CWG) to spark and influence a sustainable culture of coaching across the Department.

### **Impact:**

- Key strategic documents such as the May 2022 Defense Business Board (DBB) report on “Strengthening Defense Department Civilian Talent Management” and the October 2022 National Defense Strategy (NDS) call upon the Department to prioritize “increase[ing] individual and organizational performance” and “building a resilient Joint Force and Defense Ecosystem”.
- When paired with key workforce development programs and initiatives (i.e. leadership development, supervisory training, etc.), coaching sets the conditions for increased on-the-job application of learned skills, behavior change, more favorable returns on investment rates, and the achievement of mission-critical goals.
- In establishing a sustainable culture of coaching, the Department’s efforts also align with a key tenet of the President’s Management Agenda that prioritizes a federal workforce that can “turn peril into possibility, crisis into opportunity, [and] setbacks into strength.”

### **Next Steps:**

- Upon completion of formal coordination and approval, publish and distribute a new DoD coaching policy to raise awareness on coaching and provide guidance on establishing a foundation of a coaching culture within organizations.
- Partner with DoD Executive Resources and Component Senior Executive Management Offices to create a network of DoD senior-level coaching champions.
- Issue a formal data call to the enterprise to gather information on internal coaches and available coaching contracts/resources.
- Update the DoD Coaching website to provide greater access to coaching-related information and resources.
- Host the DoD Coaching Symposium in November 2022; an enterprise-wide event geared towards highlighting Department coaching success stories, enhancing the learning of the coaching community, and emphasizing the importance of pairing of coaching with workforce development to achieve mission impact.
- In Q2FY23, evolve from the working group model into the DCLOC Coaching Community of Practice (DCCOP). The DCCOP will be officially introduced at the November 2022 Symposium and will invite interested members of the enterprise to join its ranks. Meetings will take place on the fourth Thursday of every month beginning in January 2023.

### **Discussion:**

Under the guidance and leadership of the DoD Coaching Program Manager since January 2021, membership of the DCCOP consists of a volunteer force of experienced, enthusiastic and resolute uniformed and civilian personnel focused on building the mechanisms needed to embrace and empower an enterprise-wide coaching culture. Their work continues to span across six primary Lines of Effort (LOEs).

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- **Policy LOE** - Embedded in DoDI 1400.25, Volume 410, the draft policy authored by this LOE (currently in coordination) provides a foundational policy structure for coaching across the Department. It defines coaching elements, outlines minimum requirements for DoD coaching programs, and offers guidance on measuring coaching programs and initiatives (i.e. return on investment/expectations metrics).
- **Operations LOE** – To understand current resource levels and consider how internal coach talent can be leveraged for mission achievement, this LOE is focused on gathering information on personnel within the Department available to coach, level of International Coaching Federation (ICF) certification obtained, and additional training/assessments completed.
  - Additionally, as all effective change management initiatives thrive with the support of Senior-level champions, in partnership with DoD Executive Resources and other Component Senior Executive Management Offices (SEMO), this LOE is exploring the possibility of creating a network of senior-level coaching champions to advocate for a sustainable culture of coaching.
- **Pillars LOE** – Influenced by ICF core competencies, adult learning and deliberate change theories, and well-known leadership development models, this LOE is creating a DoD Coaching Framework that shows how the coaching process enhances the “knowing, doing, and being” of the workforce.
  - Rationale: Adult learners come to coaching with important experiences and expertise (knowing) and years of on-the-job application (doing) that the coach is trained to honor, celebrate, and respectfully challenge as needed. Coaching helps the learner make sense of, assume greater responsibility for, and take committed action towards making new choices around their knowing and doing in order to enhance their overall leadership presence and performance (being).
  - In aligning with the science of change and how adult learners come into knowing, doing, and being, the Framework will show how the power of coaching – when aligned with workforce development programs and initiatives – sets the conditions for growing talent and increasing workplace performance.
- **Communications LOE** – To increase awareness of coaching at all levels of the workforce, this LOE is leveraging work products from the Policy and Pillars LOEs and aligning with key strategic documents like the 2022 NDS and aforementioned DBB report to create a Department-wide communications strategy and messaging on the strategic benefit of coaching.
- **Training and Education LOE** - To enhance learning at all levels of the workforce, this LOE is creating and/or leveraging existing no-to-minimal cost resources (i.e. reading lists, business journal articles, podcasts, etc.) that instill “coach-like” behaviors and practices. With support from military components and external Federal partners, the Training LOE is also exploring ways to take a data-driven approach to expanding access to training and education opportunities for current and aspiring DoD coaches. Additionally, this LOE is supporting coordination efforts and logistics for the 2022 DoD Coaching Symposium.
- **Technology LOE** - To support awareness initiatives, this LOE will spearhead the re-design of the DoD Coaching website and is exploring additional ways to leverage technology to promote the power of coaching to the workforce.