

S3E3: Consultant Connection: The Power of Coaching with Dr. Scott Muhs

Speaker Name	Text
Dr. Shari Dade	You are now listening to The Audacity to Fail podcast, a podcast about myths stepping into success. Get ready to dive into conversations and real stories from leaders as they share. How failure activates a growth mindset is an important part of learning and motivation for improvement. I'm your host, Dr. Shari Dade, psychologist with the National Center for Organizational Development.
Dr. Shari Dade	Thank you for tuning in. Let's get started.
Announcer	Support for this leadership podcast comes from the National Center for Organization Development. NCOD aims to increase the long term growth and performance of the Department of Veterans Affairs by collaboratively working with the leaders throughout the VA to improve organizational outcomes by supporting the development of an engaged workforce. For additional information on our services, click the link in the show notes.
Dr. Shari Dade	Coaching is often mentioned and described as a useful resource for leaders to foster continual learning and development. Regardless of what stage we may be in in our careers. We all have moments where we can gain added momentum from taking time to reflect. Explore and brainstorm through situations. In these moments, we would likely benefit from having a thought partner such as a coach.
Dr. Shari Dade	On today's episode, I am excited to take a deeper dive into the specific aspects of coaching and how leaders can best leverage this resource to propel their leadership journey forward. In this second installation of consulting connections, I am joined by includes a resident expert on the topic. Dr. Scott Muhs. Dr. Muhs is a versatile leader and organizational development psychologist whose purpose and drive is to assist leaders and organizations in achieving greatness.
Dr. Shari Dade	With over 20 years in leveraging psychological and human behavior, principles in personal growth, leadership, development and organization Change, he is currently the head of leadership Coaching Services with the Veterans Health Administration, National Center for Organization Development. He leads this collective forward in delivering and coordinating impactful coaching to thousands of leaders across the enterprise. He has designed and directed accredited coaching development programing, helping individuals learn to be coaches, applying coaching skills to day to day, as well as supporting a wide range of coaching engagements.
Dr. Shari Dade	Get ready to join us as we explore the journey of missed stepping into success. This is Me Consultant Connections edition of Audacity to Fail Podcast Episode 23 The Power of Coaching. Welcome, Scott. How are you?
Dr. Scott Muhs	Fantastic. Thanks, Shari.

Dr. Shari Dade	Thank you. It is so great to have you here today because we've heard on so many different episodes with our guest and even myself. I've mentioned the benefits of having a coach, and I really don't like to mention a resource without setting people up with enough information to decide if it's something they truly benefit from or even the process of actually being in engaging in that resource.
Dr. Shari Dade	So I'm hoping to shed a bit of light and normalize the coaching experience today. And I figured who better to do that with than you? So I'm so happy to have you here.
Dr. Scott Muhs	Yeah, thanks for having me too. Happy to get jumping into this too, and talk a little bit more about the world of coaching and let all the audience members out there know a little bit more about it.
Dr. Shari Dade	Awesome. Well, before we jump too far into the discussion, I'd like to start with the basics. I want to pause and gain some insight on the term coaching. I know that we use it so freely and we talk about it and we say it's a great resource and that people should engage in it. But we rarely stop long enough to really ensure that we're all using the same definition of that word.
Dr. Shari Dade	So for you specifically, when you talk about coaching and coaching development, how do you define coaching within the scope of our enterprise?
Dr. Scott Muhs	It's a great question and I think one of the things that we have to look at too, is the meaning of the word really does have a big significance, too, on how people are going to want to approach it, look at it, and potentially engage within coaching. And as you mentioned, coaching has all kinds of different definitions that are associated with it.
Dr. Scott Muhs	And some of those, I think, are more aligned with how we see coaching and how we deliver that coaching within the system. And other times it can be a bit of a difference. And so one of those things I think you're doing is what is the clarity around that? Well, here's the thing. There's lots of definitions of coaching out there.
Dr. Scott Muhs	And so I always look at as like, can we find something that does capture the essence of coaching? And so this. So some popular definitions out there. And so that is out there to define it very clearly, such as parting with clients and a thought provoking creative process inspires them to maximize a personal professional standards. That's a pretty common definition out there.
Dr. Shari Dade	Yeah.
Dr. Scott Muhs	There's others, though, that add a little bit more focus to that. So I like that definition in many realms. One is because it really does define that relationship, but coaching is really is a partnership. Like you are a partner, so you described it as like

	a thought partner. Some of that can come into play too, right? Like you're actually partnering with someone to think through who they are, what they're trying to do, where they're trying to get to.
Dr. Scott Muhs	So I like that piece. The other thing I like about, too, is it's a career process. So if you look at it, it's not set in stone. So in some instance, people are really looking at as like, well, it's more methodical, right? You've got you've got to do this groove that got you there since kind of sequence now.
Dr. Scott Muhs	And so we look at is coaching is really more of a fluid relationship based approach to better understanding yourself, but understanding your situation, the context that you operate within, whether that's at work or at home, and then putting that into play of really trying to find what are you trying to do, we try to become. And so it's that process of joining someone in that that, that seeking of discovery of who they are and where they want to go and then trying to align different actions that they take, different approaches, attitudes that are going to support them to get there.
Dr. Scott Muhs	And so I had a little bit more of that to that definition and on that process of what it truly is there and how you partner with someone to get to that destination.
Dr. Shari Dade	Certainly I love the the added spice, if you will, that you put on that definition because I think it is so important to have a very clear idea of the experience of coaching. And that starts often with understanding what it is, what you should expect and oftentimes we tend to conflate coaching with a lot of other developmental tools like mentoring or teaching.
Dr. Shari Dade	And what would you say is the difference between coaching versus mentoring or another developmental tool like teaching?
Dr. Scott Muhs	Yeah, and some of those times when you talk about those, for them it's like helping modalities, right? So you've got this mentoring aspect and coaching them in our system sometimes, you know, we, we use those words interchangeably, right? And that can actually add to, to some confusion because if you have a clear expectation of what it is, people show up a little bit differently.
Dr. Scott Muhs	So like mentoring, let's take that one. So typically in traditionally you're looking at being in a mentoring engagement is really someone in that relationship who's imparting additional like wisdom and experiences that they have experienced over their years and accumulated that and helping put that into their space with someone else and more of a telling informing approach. So so if if you're in a mentoring right, like somebody, you're going to see that other person is someone who is wise, experienced, has a lot of answers, been there, done that and in hearing from them and learning from their experiences and how they got to where they are can add a lot of value.

Dr. Scott Muhs	So mentoring can be again, it's a it's a resource in order to to learn and grow and move forward. It is more heavily emphasis, though, on the telling and forming. So can you blend those? You certainly can. And that's why I think this world of coaching, mentoring, it can be a little bit nebulous. But here's the thing that I see though, is like, you know, coaching is not going to be as much as informing and telling.
Dr. Scott Muhs	So it truly is going to be more around exploring discovery. And I don't need to if I'm a coach, I don't need to be an expert in your world. I have to have an understanding of what you have to face in which you operate. But I'm more on that exploratory mode. I'm going to help you paint that picture of where you are and where you want to go.
Dr. Scott Muhs	And then from within, you try to extract what's going to be most helpful, what's most meaningful to you, and how do those taxes, some actions that you can take to move forward. So that's the mentoring piece. You mentioned training, too, and that's another common thing is people say, Oh, I'm in, I'm in this coaching, I'm in this coaching training, I'm being trained well.
Dr. Scott Muhs	There is a coach development training program, so that's separate. But some do ascribe like coaching is training. And I'd say like there's some similarities there too. When you're looking at they'll fall in within learning and development. So coaching still about learning and development, learning about yourself again and how you can and situations and how you can learn from that, apply that to the future.
Dr. Scott Muhs	So in training though, I usually look at it as we're not formal trainers, as coaches, we don't come with learning objectives, curriculum, we don't come with materials that we are going to teach you. Again, it's a position of I'm an expert on this and I want to teach you about that. So if you are clear on that as coaches, it can be really helpful too, because then people don't show up as I'm a learner and I'm going to learn from you.
Dr. Shari Dade	So exactly. I like those distinctions. I often when talking with coaches, I'll say mentoring is really all about the person that you choose, right? You're going to choose someone like you said that is able to have a little bit more wisdom or able to kind of talk to you from their own personal experi and guide you in maybe making decisions or thinking through things.
Dr. Shari Dade	And so mentoring is really about the person you choose, right? Making sure that that person has the experience that you need. But coaching is really about you because a lot oftentimes it really is that deeper dive into personal insight, that deeper dive into personal development. And so making that distinction is really important because I do think, especially in our enterprise, we tend to use those terms interchangeably.

Dr. Shari Dade	And sometimes that can really set people up for mismatched expectations where they're coming into coaching and they're looking for a mentor or they're going and getting a mentor and they really desire coaching. And so being able to talk about the differences in those are really important for people who are seeking coaching or even people who would like to be coaches.
Dr. Scott Muhs	And that's something that we aspire our coaches to, to really be clear on the front end. So we want people read information and think about, Yeah, yeah, I get that. And then they go up, they enter into the, the relationship of their coaching engagement and they, you can tell that they still want something different than coaching this. As you mentioned too, it really is a center about that.
Dr. Scott Muhs	At the center of that relationship is is that person is that is that is the person that's seeking coaching AM and we build that that relationship then around that person to better understand them and that's that's what makes a good coaching and also as you mentioned, setting good alignment too with those expectations is important so that you get the best out of coaching.
Dr. Scott Muhs	I'll add one other thing too. I think that's kind of interesting is so when you look at like coaching and mentoring, you put them on a continuum and you know, you can make a very distinct Yeah, and I'll say it sometimes, you know, depending on what engagements are coaching, it's out. This coaching is out there in a lot of different styles of varieties.
Dr. Scott Muhs	I think that's one thing too, is for us, we like to approach it too, is more of a purist approach of coaching, so be as far left as if coaching is on the left and mentoring is on the right. Be left of that and really dive into that coaching role and more of a purist form. So that's our approach to that versus trying to blend the two or call mentoring coaching as a way to be of service to those who are seeking coaching.
Dr. Shari Dade	Yeah, Yeah. Again, a very, very important distinction of the continuum that coaching can exist on mentoring can exist on and kind of where we stand on that continuum. And so it just helps people come in with their expectations and understand what they might be receiving when it comes to experiencing the coaching experience with this. Yeah, I know that in your your bio you mentioned your purpose and your drive is to assist leaders and organizations with achieving greatness.
Dr. Shari Dade	And I see that so much in the work and the energy that you put into designing the coaching program here in our office. And even today, as we're talking about coaching, I can see like the energy igniting and kind of the work that you do. What is it about coaching that sparks you?
Dr. Scott Muhs	So it's one of those things where it's very personal, and I think that's sometimes can be surprising to individuals. Like I, you know, yes, sign up real engaged in this and then they're like, let's just kind of like, yeah, I want to do this better. I want to do

	that better. But I think one of the things that really, really happens in a vast majority of engagements is they start to you know, they start maybe more on the surface.
Dr. Scott Muhs	And then what happens is as you ask more questions, they show up even for and then they're they're ones in this conversation that end up doing a ton of great work on themselves, like kind of really looking deep on who they are and what they want to be. And some of that gets emerged. And I think that's the piece where once they start making some connections, there and they start stacking these and looking for those relationships and then it starts to move them in a direction that they want, they build momentum.
Dr. Scott Muhs	They start taking one step in front of the other, they start having some wins. It's not always that way, but generally over the course of an engagement, they work that way. And I think that's the thing that's kind of electrifying as a coach is to be able to be a part of that person's discovery and journey. For them, moving a step forward.
Dr. Scott Muhs	And for me as a coach, it's in their direction. So what they bring to the sessions, what they bring to approach, I'm in support like I'm going to supports you in moving to where you are. I'm in your core. So I think that's a piece of it too, that helping them along that journey is brings that and then it's visible.
Dr. Scott Muhs	Like there's so many things that are that are more visible in that conversation because you and I, we could just be wandering in the street and passer by is just like all right, that's the person that right? But it's like when you get invited into their space, you get invited into their head, you get invited into how they feel and experience the world That's a pretty powerful place to be able to influence change for that individual.
Dr. Scott Muhs	And along the way it's like they shine brighter. So that's where that that comes into play. And then also make that connection is if you have that more present in a system, in an organization and you have others that are taking approach in like really wanting to value what other people say, approach them from like an understanding, figuring out what's what makes people tick and then leverage that to move forward.
Dr. Scott Muhs	Lots of great things can happen when those aspects come into play. So that's why I see like the combination of those really great ness on both the individual and how that impacts each.
Dr. Shari Dade	Yeah, I think that when I speak about the power of coaching, I think about it in that way right? How powerful it can be for individual leaders and our system or individual leaders outside of our system, but then also how powerful it can be for the organization to be able to take the time to slow down. And like you said, listen to what the other person is saying to be curious about what the other person is experiencing or bringing in front of you.

Dr. Shari Dade	It really does set the tone for a more insightful space to work in a more in touch and in-tune place, to work in. And so, you know, coaching really does. It's bigger than just the conversation that you have in the moment, right? And I think sometimes when we talk about coaching, many people are like, Well, it's just a conversation like, how is this such a thing?
Dr. Shari Dade	Like why is it such a big deal? And even I know so many of our listeners, our leaders who are likely very busy with day to day tasks and they're working to get a lot of things done, they're checking things off of their list. And so it's really difficult at times to slow down or sometimes we forget to slow down and really think about engaging in curiosity with another person or even curiosity with ourselves.
Dr. Shari Dade	And so coaching, I think, is one of those spaces where that is the purpose, that is the point of that is what we do during that time. When you think about the benefits of coaching, such as being able to slow down, being able to have a space to, to be curious, why might leaders find it valuable? What are some other things that you think coaching can bring into the journey of leadership?
Dr. Scott Muhs	Well, I want to say something and follow up with curiosity here, because I think this is like one of those things I think is one is it's a great word to describe. What gets interjected here in coaching is is curiosity. And I like how you started to see a little bit on two fronts. So one, you got the curiosity for the person engaging in coaching.
Dr. Scott Muhs	They're being about like what? What is this? What's behind what I'm doing, what and what can I do to to be more effective or change this or show up more in this way. And I think that's the piece that leads to discovery, right? They're looking for something with that. So curiosity is the fuel for that. And it's like we want.
Dr. Scott Muhs	Yeah, we want to bring we want to bring that into the conversation and let that be a way for them to look inward with a different lens and then just just to give them a better opportunity to create that it that, that awareness of themselves the same on the other front too as a coach. So this kind of ties into that my mindset.
Dr. Scott Muhs	I think this is one of the cool things too is a coach that is incredibly curious just around the world is, is helpful. It's it's a helpful trait, but especially when it comes to like curiosity about who people are and how they make connections, how they think, how they respond. That leads to just good questions that that lead to that other person seeing themselves.
Dr. Scott Muhs	And it may be the same way, but it just it's someone else saying it says that reflection. So it's not just using it, but now it's reflection that can be really powerful and then also just illuminates different aspects of someone that can again, help drive them to propel them forward. So getting back to what you're saying, too, about, you know, what do people look for and what's the benefit and like, how

	does has that come to being as you know, some people are already kind of versed in coaching.
Dr. Scott Muhs	They've either got like a personal experience, prior personal experience, or they know of someone who's engaged in or it's been encouraged like, Hey, this is a great opportunity. I want to explore it. So they come in was like, All right, so I'm going to do something here. I'm gonna get better here. So they're usually like trying to find a target of a focus here.
Dr. Scott Muhs	And I think that's something where if they've got that, that's their motivation right there. It's like, you know, I'm looking at all the things I need to do and there's a gap here or I need to refine this. Or maybe I don't know where I want to go yet. I just want to explore that a little more. So that's our target.
Dr. Scott Muhs	I want to get clarity on that. So they're coming with an outcome. And I think that's the thing where if people are coming with a clear outcome, we'll jump in. If that's where you want to go, we'll help support that. So authority, they have an outcome in mind. They want to make progress towards that. And in coaching, yeah, we're along for that, right?
Dr. Scott Muhs	We're there with you to try to help you shape that direction. Others don't always come out with that clarity, you know? So you've heard of it or been suggested or like recommended or it's part of like a development program that you're doing. And so they might come in a little bit more vague. I heard it's good. Let me let me figure something out.
Dr. Scott Muhs	It's typically on the other side of it from the coaches perspective is we're going to find out what's meaningful like and again, where the destination, where, where are some of those avenues. And I think with that then is they they're starting to refine that outcome for themselves and what's going to be meaningful. So we might take some time to do that initially.
Dr. Scott Muhs	And so that might be more of a surprise for them because it's like, wow, now they step back and look at this, take that time to this, you know, from the busyness of the day to really figure out what do I how do I want to get better? I don't want to be at a different space. What I want to do differently.
Dr. Shari Dade	Right. It propels that thinking in the session. But then even outside of that session. Yeah, right. It starts to it's kind of like a contagion of curiosity in a sense.
Dr. Scott Muhs	It is. And when you mentioned all this stuff that you said outside the session, and that's one thing that we tried to capitalize on, too, is your your discovery, your improvement journey. You trying to get better, do something different. It really is between a barrier like bookmarks of time. And so coaching happens between those bookmarks. And I always look at it to it's like that's the experience that we want to give people is when you engage in coaching, you start there, you start again to get,

	you know, more focused around something, decide on something that you want to move, move towards.
Dr. Scott Muhs	And that happens that progress, that discovery of curiosity happens not just in those sessions, but across that time. And so it's like over a course of weeks to months, sometimes years, usually we're more more action oriented or focused, time limited. But there's a time and I think that's the cool thing is like there's so much there's so much time in the world to be able to sit back and and it will make time to sit back, to be able to sketch that out, figure those things out a little bit more.
Dr. Scott Muhs	So I think that's where a coach could be really.
Dr. Shari Dade	Yeah, I know oftentimes on these episodes we focus a lot on rebounding from failure. We focus a lot on understanding our failure, sitting with them for a while to see what can we learn, what lessons are our failures teaching us? How could coaching help leaders embrace or navigate failure or failing?
Dr. Scott Muhs	Yeah, if you're living, you're failing. There's a piece of that in there. I mean, I just like mistakes are going to happen, so I think it's part of it. How do you how do you approach that? How do you approach that? There are times where someone where someone will actually seek out coaching because of a poor experience, something that was.
Dr. Scott Muhs	And so that can happen, right? So like you just like you experienced something and, you know, it's just went off off the rails. And so one of the things that, you know, if they're looking for is like, well, how do I make sense of this and where I go from here? How do I pick myself up or do I not like sometimes the question is like, were I like, is this something that's so like, I don't want to walk away or do I want to embrace it or I want to find a new route?
Dr. Scott Muhs	Right? That's the cool thing with coaching is like, that's, that's someone that's like music, but it's theirs and they want to they want to own a sense making process, right? Like, how do I make sense of this? I think that's with coaching. That is, if someone shows up with that is again, we're right there with you at that point.
Dr. Scott Muhs	So like if it's a struggle, it's like, what do I do? Or how do I how to respond to this? That's usually it takes a little bit of time to, you know, create sense of that. And I think that's where like some clarity is what does this mean about, you know, probably work job role, the impact. But a lot of that comes in back down to like as an impact.
Dr. Scott Muhs	How does it change what you see? And a lot of times like small most mistakes, you know, if you make them just, you know, you still operate them, right? It's as part of the journey are the times they might be bigger. So, you know, it really depends on

	what that person wants to do with that. And just like, what's the degree of impact that's so there is a lot of variability there.
Dr. Scott Muhs	I would just say a lot of times like we're not alone, our mistakes and you don't have to be alone. I think that if there's a component that does get interjected coaching around like things that don't go right, it's still a great avenue to be able to work with someone to make, you know, a connection from within. For that person so that they have more insight into what they're doing, why they're doing that, and getting to that outcome for sure.
Dr. Shari Dade	I'm hearing so many things that are connected to continuous exploration, right? Exploration of, you know, what is the failure? What do you want to do after the failure? You know, how is it impacted you? How does it continue to impact you? Yeah. And also this idea around, you're not alone. There's that camaraderie around the these things do happen.
Dr. Shari Dade	I like what you said. If you're living, you're failing. There are moments that, you know, you learn those lessons from the areas where things didn't go 100% right. You didn't hit the target right. And you learn how to be more clean and more succinct. The next time the next go round. Right. It's kind of correcting you along the way.
Dr. Shari Dade	And coaching can be one of those developmental tools to help you explore during that core course correction and help really submit some of those lessons as you go throughout that space.
Dr. Scott Muhs	Yeah, And just to carry on. So one of those things that you talked about too, is just learning. And so that can be a surprise to the individuals is, you know, it's not so much about it's not always about getting to that, that destination, but it's that journey and the learning of the process. And so whether it's like failures, mistakes or even about how overcoming obstacles, there's always the learning is always out there, It's how much of it can you capture.
Dr. Scott Muhs	And so I think with coaching is that pause to kind of look at things so that you can capture that learning. And then when you do that now you've got something to be able to. I learned from now it's like I can do this differently. You know, you see other opportunities of possibilities that start to come through or when you focus on learning.
Dr. Shari Dade	Yeah, it really reminds me of I've heard you use the term like Post-it note coaching, right? Yeah. And how you know, oftentimes it's not this like, okay, I'm going to give you this advice on a Post-it or I'm going to fix what's wrong. Really quick step. One, two, three. It really is that process of learning, like you said, and there is purpose in the process and being able to live out that process, being able to be reflective while you're living out that process and having someone to be a partner throughout.

Dr. Shari Dade	That is really, for me, what I believe coaching is often about.
Dr. Scott Muhs	Yeah, and so that goes back to how like how coaching gets applied to. And we talk about, you know, there will be times where coaching is wrapped around, like we say, like more remedial coaching. Things are just really failing like really off track. And so we positioned a program though, within the organization that it's not and supporting remedial coaching.
Dr. Scott Muhs	So, you know, if, if you if it's move towards, you know, more performance management and things are kind of like taken a turn maybe for the worse is is coach is not a last resort for us and and I know that there is some coaching programs out there that more or less target that or becomes a piece of you know there's they're offering but we really want to see it as people are coming in complete whole and really just try to level up their their game.
Dr. Scott Muhs	That's really where our target is for our audience. And that adds to is how do you permeate coaching throughout an organization? It's a lot of it is. How do you how do you view coaching? And so we see it as like it's a developmental process leading to, you know, growth for those who are, you know, doing well or even high potentials, really knock out those.
Dr. Scott Muhs	That's really what we want to target and and and have our focus because then others will see coaching as now that's something I want to gravitate towards. That's something I think I can put in my arsenal is something that is going to help me get better and so we can support that. And that's our messaging that actually kind of leads into like, you know, focusing more on building a coaching culture within the organization, just how people's mindsets and approach to others can really add more value to it to an organization if we just rather than if we just see it as it's it's going to be, you know, a fix to a problem.
Dr. Shari Dade	So. Exactly. Yeah.
Dr. Scott Muhs	A different take on.
Dr. Shari Dade	Yes, a different stance, a different take. And I think one that is very powerful with not just individual change but organizational change. And so definitely goes back to, like you say, your purpose and your drive was like achieving that effectiveness individually, but also organizationally as well. When someone is interested in engaging and coaching and I know you mentioned the the coaching program, but I want to give people a little bit of info or insight into what the coaching program is.
Dr. Shari Dade	So if someone is interested in engaging in coaching, how might they go about doing that within our system?
Dr. Scott Muhs	Sure. So our coaching program is predominantly an internal coaching program and so how you can differentiate that is internal versus external coaches. And that's just

	really that was a source of coaching coming from. So internal coaching as coaches who are actually within the organization, employed by the organization, who have coaching as a piece of what they do. And so that's what we typically the vast majority of the coaching we deliver as that versus external is, is typically someone in a an entity or a business that's outside of our organization that provide services or coaching services.
Dr. Scott Muhs	So that gets contracted for. So you've got, you know, a combination of those. But we are much bigger on the internal coaching for a couple of reasons, but people who are interested in that, we basically have a streamline approach. So people can access our, our internal website and from there find out, you know, what coaching is from our perspective.
Dr. Scott Muhs	They know they can find out more to about eligibility and availability. So one of the things in our approach is we're still small. I mean, our coaching efforts, still small organization. This is bad, bad, bad.
Dr. Shari Dade	Yeah, yeah.
Dr. Scott Muhs	So, so so how we look at it is our availability and eligibility is somewhat dynamic. So there's times where we have like peak requests and so then we have to potentially, you know, change or modify what's available and what's eligible because we still want to make sure that we have high quality of outcomes there. And so we don't we can't we can't overburden people internally to be able to just just take our more just take on more.
Dr. Scott Muhs	That's a message that kids that kind of reverbs in the system. So we try to dial in and make it so that it's manageable and so that we can maintain like, you know, high quality outcomes that we see. So anyone who is looking to find out more, they can definitely go to our internal site to be able to see what's available.
Dr. Scott Muhs	So we also put timelines to if we have some anticipations of when we know that some available is going to open up so that we can add that there and then we try to make it a streamlined process. So essentially it's a an enrollment where people can provide some information on the front on it. And then we use that to facilitate a pairing process with one of the coaches and then coaches reach out and get things scheduled for the first session and then it's off and running with the coach to be able to hit your engagement and work that development process.
Dr. Scott Muhs	So that's nutshell how people can get enrolled and get paired up with Coach for sure.
Dr. Shari Dade	And people can find that link to our SharePoint in the show notes. So what Scott is referring to is the ability to go into an SEO, the SharePoint, to find the coaching link. If you're interested in engaging in coaching, in a coaching experience. And I'll also

	link directly the coaching page on our SharePoint so that you can easily navigate that as well.
Dr. Shari Dade	On the other side, Scott, we've got a coaching development program, right? People who are looking to develop as a coach. So if someone is listening and they're saying, You know what, I actually would like to become a coach, what you all are talking about is also a purpose and passion of mine. How might they start that process?
Dr. Scott Muhs	So I think that's an exciting role and an exciting kind of like augment to what you currently do is is how we look at, you know, coaching. I think our philosophy when we when we take our coach development approach is we want individuals who go through our coach from experience to really leverage that knowledge day to day. That's where it comes into is like, how do you approach your work?
Dr. Scott Muhs	How do you approach your experiences like leveraging coaching as a tool, as a resource? So we want that to be a skill set that kind of just gets embedded into what you do. So that's one. And then the other piece of is actually support other requests or people are seeking coaching so that you can formally provide coaching, engagement.
Dr. Scott Muhs	So in order to do that, we run a a coach development program internally. So we've got a great support from others who have been in similar positions that got the got in a position that want to be coach, gone through development programs, many certified as well who are giving back and really wanting to share their expertise and knowledge for others to also get into a coach pathway.
Dr. Scott Muhs	So the process that we have right now is periodically we open up different start cohort starts and with that then there's an application process to be able to get a spot in our training program here. I think one of those things is we've we scaled it to a fairly large cohort, but there's always way more people than we actually have spots for that.
Dr. Scott Muhs	That's always the consideration that we have to put into play to determine how big can we so that we make sure that we still have a great experience. And that's where we try to find what we can do and what we can augment to make it a great program. So those who are interested in and wanting to be a coach, we do have a link on our SharePoint too, that people can join for updates.
Dr. Scott Muhs	And so as we have updates and then we can push out announcements to you personally, we can do that once we have those, when we have future date set up. So that's usually the best route. And then stay tuned with that because usually when you get notified if a Windows opening, we'll give you the instructions for application and timelines for that so that you can get into the pool of of potential candidates.

Dr. Scott Muhs	And I think from then is you got to really look at if if you want to develop as a coaches we take our approach is we see it as if you're going to become a good to great coach. We want you in that ballpark. It takes time. And I think that's the thing that those who have gone through our programs, supervisors of those individuals, has have seen like, yeah, they value coaching.
Dr. Scott Muhs	It's they allow some of that time so that growth and development the coaching experience can occur. And so that's one thing to take in mind is it's not a show up, get a few hours of training and then boom, you're off. This is months, this is months. And there's the sequence of experience, things that we put in there to help raise your caliber and learn what we see is critical and valuable skills in order to become the best coach that you could be.
Dr. Shari Dade	Absolutely. And so thank you for giving those bits of information for individuals who might be interested in either receiving coaching, going through that experience, or developing as a coach. And I also like the idea of what you're speaking of kind of these day to day micro coaching, right? So maybe you aren't interested in going through a full coaching process, but there are ways that you could include micro coaching and curiosity and exploration and some of the things we talked about today.
Dr. Shari Dade	In your own leadership journey and with those who also follow. So I think that is a really great pin to put in as well there. As we think about coaching, the power of coaching, absolutely.
Dr. Scott Muhs	It ties right in to with supporting leadership philosophy to servant leadership and just using is focusing on the relationships and people around you and supporting those and ways you can do that. Coaching is a good skill set to be able to deploy to bring that out.
Dr. Shari Dade	100%. Absolutely. So now we've got we've actually come to the end of the episode. Minutes goes by extremely fast wise. I know before we head out, I always like to play a game of word association, and I know that you are all too familiar with that. So I'm going to give three words or phrases and I'd like your initial reactions.
Dr. Shari Dade	Okay, let's do it. All right. So the first word, of course, is coaching.
Dr. Scott Muhs	Realizing potential and a journey to self-discovery and doing things more effective. Getting you to a place where you you actually are more whole and more you and so and feel more fulfilled.
Dr. Shari Dade	Oh, I love that. What about leadership development?
Dr. Scott Muhs	Learning about yourself in order to positively impact others lives and organizational missions?

Dr. Shari Dade	And then lastly, of course, The Audacity to Fail.
Dr. Scott Muhs	A highly impactful Converse series of conversations to really get individuals like they understand the different facets and different individuals across the system.
Dr. Shari Dade	Yeah.
Dr. Scott Muhs	And and with that, I think that's how I was like, as, like be among the stars, right? You know, if you look up in the atmosphere, you know, you look out, it's like all these little stars and it's like, that could be one of you. And that probably is one example. And to be able to recognize that. So bringing in showcasing and, you know, having other people talk about their experiences is really pointing to telescopes up in the atmosphere and getting a little bit more of a focus view of those out there.
Dr. Scott Muhs	So, yeah, it's it's nice to be up there right now.
Dr. Shari Dade	Of course, we exist amongst our galaxy of stars. I love that. And you're right, that is literally one of the purposes of the podcast is to be able to highlight and showcase all the stars that are in our system. And you definitely are one of those. And so I am very thankful that you are were able to come and talk with us today about coaching and hopefully demystify it for some folks and encourage and motivate some people to use it as a resource because as I said, it truly can propel your leadership journey.
Dr. Shari Dade	It really has done that for me and I've seen it happen for many other leaders within our system. And so I really appreciate you for dropping some of this wisdom here with this guide.
Dr. Scott Muhs	Absolutely. Thanks, Harry. Appreciate it.
Dr. Shari Dade	So we've come to the end of another great episode of the Our Guide City to Fail podcast. Thank you for tuning in to learn how missteps can lead to growth and success, Be sure to check out the key lessons in the show notes for a refresher. To request services from the National Center for Organization Development, check out our website.
Dr. Shari Dade	Also linked in the show notes. Remember, if you missed the target 100 times, you have not failed. Instead, you've simply found 100 strategies that did not work. Be well and continue to go forward until next time. Thank you.