Framework for Developing Coaching Capacity

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| **Skill Set Category** | **Scope of Change Targets** | **Typical Number (#)****And Order of Sessions** | **Principles to Emphasize** | **Tools** |
| **PHASES:** | **I.** | **II.** | **III.** | **IV.** |  |  |  |
| **MI Skills** | Technical Reflective Listening | Strategic Reflective Listening | Internalization, Integration of Global MI Streams | Blending MI Skills with Other Skills | 1 – 5Sessions | Minimize Interviewer Distractions; Create an Empathetic ‘Surround’; Cultivate Change Talk;  | Routine FeedbackCoachingCommunity of Practice |
| **Assessing/ Rating MI Skills** | Familiarity w Terms & Tool’s Framework | Segmenting & Parsing Interview Content | Determining Skill Nuance and Timing | Identifying Patterns: Gestaults, Parallel processes, etc. | 1 Session | Independent Rating;Inter-rater Reliability;Immediate Reinforcement | MITI; Skill-Builder;MISO;  |
| **Insight-Feedback Coaching** | Role Clarification(Engaging) | Elicit-Provide-Elicit Feedback(Focusing) | Try Small Practice Opportunities(Engaging) | Planning: Building on Take-aways(Planning) | 1 – 2Sessions | Brief Intervention Menu;Emphasize Autonomy;Pure and Positive InquiryEmbracing Practice | Feedback Coaching ModelCOVE |
| **Process Coaching w Line Staff** | Role Clarification | MI Process Consistent Exploration of Adaptive Change Goals | Deliberate Balanced Emphasis of Supportng, Challenging and Assessing | Maintaining Momentum (e.g., Use of ‘Laziness’, Curiosity, and Frequency) | Indefinite,On-going | Attention to MI ProcessesAdjusting to the Coachee’s World; Embracing Practice: Co-Creating | COVE |
| **Process Coaching w Clients** | Role ClarificationAdjusting to the Client’s World | MI Process Consistent Exploration of:1)Physical Stability;2)Technical Barriers; 3)Adaptive and Criminogenic Change Goals | Deliberate Balanced Emphasis of Supportng, Challenging and Assessing | Avoiding Righting Reflex; Maintaining Momentum (e.g., Use of ‘Laziness’, Curiosity, and Frequency) | On-going | Attention to MI ProcessesAdjusting to the Coachee’s World; Co-Creating | COVE |